



# **The Value of Hospitality in Boutique Hotels: An Exploratory Case Study**

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## ABSTRACT

This dissertation was written as part of the MSc in Hospitality and Tourism Management at the International Hellenic University.

Guests today, seek unique experiences in today's service industry, which create unforgettable and long-lasting experiences. Boutique hotels are those hotels that characterized by their small size, their unique personality and their tailor-made services. Specifically, a Boutique hotel can make the customer feel that he is part of the family of the hotel. Each Boutique hotel is original, sharply defined and distinctive just like a guest. But the most important is that each Boutique hotel offers curated and bespoke travel experiences that speak right to the customer's heart.

This research aims to explore Boutique hotels and more specifically the Value of Hospitality offered by Boutique hotels. Synthesizing the latest literature reviews about Boutique hotels and how the value of good hospitality reveal from them, an in-depth analysis of a single Hotel case was conducted. An exploratory case study of Melies Boutique hotel, located in Loutraki Aridaias, Pozar, was conducted in this research so as to investigate the specific issue in a real life context. The data were collected from interviews both from the owner of the hotel and from some customers who had visited the hotel before. The main purpose of this study was to explore: "How Melies Boutique hotel promotes the value of good hospitality?" and "What is the relationship between the quality of services and products offered by Melies Boutique hotel and customer satisfaction?"

The findings from the analysis of the interviews revealed that customer's responses were both positive and negative. All customers agreed that Melies Boutique hotel promotes the value of good hospitality through various areas, always aiming to create a sense of intimacy and warmth. On the other hand, there were some negative reviews about the services and products offered by the hotel. Therefore, after the data were analyzed, recommendations were made based on the customer's negative reviews and a conclusion was drawn regarding all the research.

This study provides a framework for hospitality researchers to conduct similar research in the future but with bigger sample. Conducting a research on the "Value of Good Hospitality" could help other Boutique hotels to evolve and grow more and ultimately to have more satisfied customers.

**Key words:** Hospitality, Boutique Hotels, Services, Products, Customer Satisfaction

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Author,

Athanasia-Eirini Angelopoulou

## TABLE OF CONTENTS

ABSTRACT .....	3
ACKNOWLEDGEMENTS .....	4
TABLE OF CONTENTS .....	5
CHAPTER 1 .....	7
INTRODUCTION .....	7
1.1. Introduction.....	7
1.2. Research Aim and Questions.....	7
1.3. Thesis Structure .....	8
CHAPTER 2 .....	9
LITERATURE REVIEW .....	9
2.1. Conceptualization of Boutique Hotels .....	9
2.2. Definitions and Characteristics of Boutique Hotels .....	10
2.3. Segments of Boutique Hotels .....	11
2.4. The Value of Hospitality in Boutique Hotels .....	13
2.5. Service Quality and Customer Satisfaction in Boutique Hotels.....	15
2.5.1 Service Quality .....	15
2.5.2 Customer Satisfaction .....	16
CHAPTER 3 .....	18
METHODOLOGY .....	18
3.1. An Exploratory Case Study in a Qualitative Research .....	18
3.2. Melies Boutique Hotel .....	19
3.3. Research Method .....	20
3.4. Interviews.....	20
3.5. The Sampling .....	21
3.6. Method of Data Analysis .....	22
3.7. Reliability and Validity.....	22
CHAPTER 4 .....	24
DATA ANALYSIS/FINDINGS.....	24
4.1. Introduction.....	24
4.2. Data Analysis/Findings .....	24
CHAPTER 5 .....	31

DISCUSSION .....	31
CHAPTER 6 .....	33
RECOMMENDATIONS FOR IMPROVING MELIES BOUTIQUE HOTEL .....	33
6.1. Introduction.....	33
6.2. Recommendations for Improving Melies Boutique Hotel .....	33
CHAPTER 7 .....	36
CONCLUSIONS, LIMITATIONS OF THE STUDY AND FUTURE RESEARCH DIRECTIONS .....	36
7.1. Conclusions.....	36
7.2. Limitations of the Study .....	37
7.3. Future Research Directions .....	37
REFERENCES.....	38
APPENDIX A .....	44
APPENDIX B.....	49

# CHAPTER 1

## INTRODUCTION

### 1.1. Introduction

Since the beginning of the 21st century, the lodging industry has become increasingly over-supplied with big monopolies of hotel brands. Most of these brands, based in North America, succeed in selling consistency across the nation and, for some, around the world. These lodging facilities publicize the meaning of "hotel" through the truly traditional definition: a lodging accommodation for travelers (Olga, 2009).

Nevertheless, travelers nowadays expect more than simply comfort and convenience. An increasing number of travelers prefer to be "surprised" positively. When planning trips, they seek properties that are noticeably different in look and feel from branded hotels. The answer to this is Boutique hotels.

Boutique hotels began appearing in the 1980s in major cities like London, New York, and San Francisco. Boutique hotels are believed to have been introduced in the early 1980s. Two of the first boutique hotels in the world opened their doors to the public in 1981: The Blakes Hotel in South Kensington, London (designed by celebrity stylist Anouska Hempel) and the Bedford in Union Square, San Francisco (the first in a series of 34 boutique hotels currently operated under the flag of one of the most eminent players in the boutique hotel world today, the Kimpton Group) ("Boutique hotel," 2020).

In recent years, the growth of the Boutique hotel sector internationally is widely obvious. Consumers search for unique or special hotels which provide them with more personalized experiences and services. These hotels are contemporary, design-led hotels with up to 100 bedrooms, which offer unique levels of personalized service and high-tech facilities (Agget, 2007). But except from these, Freund de Klumbis and Munsters (2005) said that one of the main forces driving the growth of the boutique sector is an increased interest in art, culture and history (typical models of the concept behind boutique or design hotels).

### 1.2. Research Aim and Questions

This research aims to explore the Value of Good Hospitality in Boutique hotels. Based primarily on secondary sources, this research will investigate Boutique hotels and their characteristics as well as the ways in which the value of good hospitality is reflected by them. In addition, emphasis will be given on both the quality products and services that can be offered by boutique hotels and the customer satisfaction.

Meanwhile, an Exploratory Case Study of a Boutique hotel will be conducted with the aim of exploring this issue in a real life context. The hotel is Melies Boutique hotel located in Loutraki Aridaias, Pozar, a place of special tourist interest. Interviews will be conducted in order to answer the two main research questions:

1. How Melies Boutique hotel promotes the value of good hospitality?
2. What is the relationship between the quality of services and products offered by Melies Boutique hotel and customer satisfaction?

Therefore, the research will try to answer these two research questions, aiming to draw conclusions both for Melies Boutique hotel and the Boutique hotels in general but also for the hospitality they should offer to their customers so that they are satisfied.

### **1.3. Thesis Structure**

This paper is divided into seven chapters. The first chapter gives a brief overview of the Boutique hotels. At the same time, reference is made both to the research aim of the study and to the research questions that will be answered, as well as to the structure of the thesis. The second chapter, the Literature review, examines Boutique hotels and their characteristics as well as the value of hospitality in Boutique hotels. This chapter also analyzes the service quality and customer satisfaction in Boutique hotels. In the third chapter is presented both the case study and the methodology that was followed. Chapter four analyzes the data gathered from the interviews. In chapter five, there is a discussion about the findings. In chapter six the researcher makes some recommendation to Melies Boutique hotel based on the customer's negative reviews. In the last chapter, conclusions are emerged and a reference is made to the limitations of the study as well as to the future research directions.



## CHAPTER 2

### LITERATURE REVIEW

#### 2.1. Conceptualization of Boutique Hotels

There is obvious product differentiation and segmentation in the lodging industry in the recent years. The accommodation sector has been growing all these years due to the direct response to changing markets, shifting production of accommodation, and to new consumer trends that reject the homogeneous character commercial accommodation (Ahmad et al, 2017).

There is growing evidence that guests are tired of the standard “cookie-cutter” hotel room (Phillips, 2004). Hotels should have special functional and aesthetics features such as style, layout and architecture (Heide et al., 2007; Cheng et al., 2016) so as tourists to be satisfied. Many travelers have begun switching to book their lodging at new and different types of hotels. Bed and breakfasts (B&B), home stays, guest houses, farm stays, health farms, country inns, stately homes, wilderness or nature lodges, and boutique hotels or inns represent a rapidly growing sector of the hospitality industry. One aspect of this growing differentiation of the hotel industry is a boutique hotel (Ahmad et al., 2017). A boutique hotel has the kind of accommodation favored by high-end visitors nowadays. With architectural beauty, luxury and a unique decor, aspects which distinguish these hotels from others of their kind, the boutique hotel has become a tourism magnet.

The idea of a boutique hotel was born many years ago. Tourists and guests of mid to upper income levels have been looking for unique different hospitality experiences than those provided by large hotel chains. Their differentiation from chain hotels is associated with the design, artistic, cultural or historical appeal, aligned with the prestige and exclusivity of the property (Lim and Endean, 2007). Therefore, guests express their own self concepts through the symbolic meaning of boutique hotels, such as fine arts and culture, design and local culture, heritage or high level of services and amenities (Rogerson, 2010; Aggett, 2007). Internationally, the emergence of boutique hotels is identified as “one of the most interesting developments in the hospitality sector of the leisure industry” (Ahmad et al, 2017).

## 2.2. Definitions and Characteristics of Boutique Hotels

Over the past years, many scholars have attempted to create an agreed upon definition for boutique hotels, but with no success. All of the definitions are different between them, but they reveal common dimensions among descriptions of boutique hotels. Most of the definitions include smaller non-chain upscale properties, high tech facilities and highly personalized service in a homey and intimate environment that usually includes a unique design or cultural component. Location of the property is also integral to a hotel's success and ability to deliver a unique experience to guests (Chan, 2012).

Boutique hotels are small hotels which typically have between 10 and 100 rooms and are furnished in a themed, stylish and/or aspirational manner. *The size* and the setting must recreate a feeling of intimacy, almost like making one's guest feel inside a private residence, instead of an ordinary hotel. The reason for stipulating a maximum room number is to address the ability of boutique hotels to provide personalized service, and to ensure the integrity of exchanges between guests and employees (Henderson, 2011). In contrast, the large hotel chains cannot deliver the same level of personalized service recognized at a boutique hotel as larger properties equates to larger staffing numbers, effectively reducing the amount of interaction between each individual guest and employee. So, this reduces the ability of hotel staff to personalize a guest's stay (Henderson, 2011).

Boutique hotels are also emphasizing in *high tech facilities*, so as to attract their guests. Boutique hotels are types of accommodation which is highly modern and with high tech services like fast internet, computers and other technological devices (Khosravi et al, 2014).

One of the mutual characteristics that boutique hotels are likely to share is the provision of *personalized services*. According to Olga (2009), few examples of personalized services that Boutique hotels offer, are spa facilities, honeymoon packages, art and other sessions.

The *homely environment* of Boutique hotels is another important characteristic. These hotels focus on a good and warm environment with skilled and motivated staff who knows how to make guests feel comfortable and happy (Khosravi et al, 2014).

Almost all of the definitions refer to the *unique design* too or *cultural aspect* of the boutique hotels. Boutique hotels are differentiating themselves from the big hotel chains and they focus on the design, artistic, cultural or historic appeal. There is no boutique hotel without a strong personality. Often, this is born from the union between a historical context and a chic and elegant design, made of warm colors, refined fabrics and soft beds (Chan, 2012).

Last but not least, another characteristic of boutique hotels mentioned in literature is *the location* of the property. Boutique hotel locations are classified into city and resort destinations. City destinations are chosen for the “trendiness” of the area, whereas resort locations are exotic, small and intimate. Usually, even the location where the boutique hotel is located is one of the characterizing features. It can rise in the center as well as in the suburbs, in the countryside as well as at the sea, but always in historical, artistic, emerging or reserved areas. Even with regards to the location, in short, the boutique is asking for a place that should stand out for any reason from other eligible tourist areas (Chan, 2012). Location provides the context for which the unique experience of staying at a boutique hotel occurs by contributing to the ambience at the property.

### 2.3. Segments of Boutique Hotels

The Boutique and Lifestyle Lodging Association defines boutique hotels as “an intimate, usually luxurious or quirky environment and upscale hotel environments for a very particular clientele” (Boutique and Lifestyle Lodging Association). Based on this very broad definition, they were able to identify twenty classifications of boutique hotels. Some of these categories are highlighted below.

#### *Lifestyle Hotels*

A Lifestyle hotel is a property that combines living elements and activities into functional design giving guests the opportunity to explore the experience they desire. Lifestyle hotels are considered to be as boutique hotels as long as they have less than 300 rooms and a unique design (Boutique and Lifestyle Lodging Association).

#### *Luxury Boutique Hotels*

An extremely luxurious hotel environment created to express unique lifestyle experiences that are synonymous with health and wellness. Yves St. Laurent, Versace, Gucci and Armani houses have diversified their brands’ revenue streams into boutique hotels (Chan, 2012). For example Armani Hotels & Resorts offer superior service, unique design and incomparable luxury (Armani Hotel and Resorts).

#### *Trendy or Modern Hotels*

These top hotels strive to have special experiences in properties that have a unique design, exclusive restaurants and become notable hangouts due to their modern theme and ‘happening’ atmosphere (Kosar, 2014).

#### *Design Hotels*

Design Hotels are Boutique Hotels that have unique architecture, style and environment. Artistic expression, functionality, and imagination combine to make the

most successful design hotels, and keep guest not only comfortable during their stay, but in a constant state of awe with the hotel designer's creative vision (Kosar, 2014).

#### *All Suite Hotels*

A hotel that claims 'All Suite' status is expected to have at least one separated bedroom off of the living area. Often these hotels offer mini fridges or kitchenette features (Kosar, 2014).

#### *Architectural Hotels*

Architectural Hotels are those hotels with a very special design concept. They attract hotel guests who are interested in staying in a place that breaks the mold of building design inside and out (Kosar, 2014).

#### *Artistic Hotels*

Artistic Hotels are a combination of high-end lodging and a work of art. For some, it means investing in a collection of original art to put on display, while others integrate it into the overall design, from the color scheme, fabrics, and flora to room layout, bath product, and services (Kosar, 2014).

#### *Avant-Garde Hotels*

Avant-Garde Hotels are Artistic Hotels that are unusual, quirky, artistic and funky (Kosar, 2014).

#### *City Hotels*

City Hotels are those Hotels that reflect the character of their city along with the location within the city's boundaries that allow guests easy access to explore (Kosar, 2014).

#### *Classic Hotels*

Classic hotels originate from the period when dramatic lobbies, adorned with stunning chandeliers and welcoming décor, were the industry standard. Classic hotels buck the stripped-down, no frills environment of today's mega-chain hotels and serve as relics of what a hotel should be (Kosar, 2014).

#### *Classy Hotels*

Classy hotels attract the luxury traveler who expects a refined lodging experience. Visitors expect classy art work, ambiance, and high-end service during their stay (Kosar, 2014).

The other classification of boutique hotels under the BLLA includes: Comfortable Hotels, Conference Hotels, Contemporary Hotels, Corporate Hotels, Country Hotels, Designer Hotels, Distinctive Hotels, Extraordinary Hotels and Funky Hotels. All these

classifications feature varying degrees of focus on property design and in providing an experiential experience for guests (Boutique and Lifestyle Lodging Association).

#### 2.4. The Value of Hospitality in Boutique Hotels

The concept of value has been applied in various fields such as economics, social science, accounting, finance, strategy, product management, information system, marketing and of course in the tourism research (Nasution et al, 2008). Delivering superior value to customers is important for business success. The source of superior customer value can be identified from organizational resources and capabilities, such as human resource management, innovation, knowledge management, organizational culture and structure (Nasution et al, 2008). In the hotel industry value is delivered through a number of vehicles including quality of rooms, atmospherics of the hotel, meals and recreational/ sporting facilities. Thus, value is a bundle of tangibles and intangibles and differs in configuration across individuals.

The value of hospitality in boutique hotels is a very important aspect in the tourism industry, so all customers to feel satisfied with what is offered to them. Someone could describe good hospitality in Boutique hotels as “generous and friendly treatment of visitors and guests or hospitable treatment” (Merriam Webster’s Dictionary). But the important factor is that “hospitality” in Boutique hotels may come from different sectors. Below, we will pay attention on boutique hotels and how the value of good hospitality may reveal from them.

Therefore, the “Value of good hospitality” in Boutique hotels may come from different fields such as the accommodation and the homely feeling of it, the staff of the hotel, the gastronomy, the housekeeping procedure, the high quality of services and products, the unique character, the personal touch, the physical location, the design, architecture and culture.

In more details and through the literature review, it is understood that the *homely accommodation* plays an important role in Boutique hotels. Boutique hotels are types of accommodation which is highly modern and spiced up with contemporary design and high-tech facilities but meanwhile they deliver a homely and warm environment. Boutique hotels must create the ambiance of being a personal guest in a private home, rather than just a hotel occupant (Ahmad et al, 2017).

*The staff* of a Boutique hotel is also an essential ingredient for the success of the hosting procedure. Boutique hotels have to hire friendly, hardworking, multitasking staff who can deal with customers in a very warm and friendly way (Van Hartesvelt, 2006 & Lea, 2002). Olga (2009) stated that most of the boutique hotels enforce the recognition of guest names by all hotel staff members, an experience that's hard to achieve in a large-scale hotel.

Boutique hotels have to focus also in *gastronomy*. Like everything else about boutique hotels, their restaurants and bars tend to be hip, trendy and locally-sourced. High quality, authentic cuisine, and comfortable cocktail atmospheres make these dining and drinking spots popular with locals as well as guests (Covington Travel, 2016).

*The housekeeping department* of Boutique hotels takes immense pride in maintaining the utmost standards of cleanliness and quality. The target of all accommodation establishments is to offer their clients with hygienic, pleasant, serene and welcoming surroundings that offer complete value for client's money. So, the housekeeping department has to offer a home away from home, so as customers to be satisfied (Appejay Institute of Hospitality, 2018).

Highly *personalized services and products* are a hallmark of Boutique hotels. Staff have to know the name of their clients on the first day of their stay and provide to them bespoke luxury amenities such as an extensive pillow menu and custom toiletries, as well as offering sumptuous spa services creating a very high-quality, individualized experience (Covington Travel, 2016).

Boutique hotels stand out of the big hotel chains because they usually create a *unique character* in their space. Boutique hotels must have a strong personality and have to be fun and funky, trendy and offbeat (Covington Travel, 2016).

*Personal touch* also plays an important role in Boutique hotels. Design and aesthetics, plays a major role in adding the right amount of ambience and uniqueness in Boutique hotels. This boutique characteristic typically owes itself to designer finishes, high-quality materials, bespoke toiletries and furnishing and at times, quirky touches (Vassallo Group, 2018).

There is no specific rules, but many Boutique hotels are *located* in the most hip and fashionable urban areas. They can be found almost everywhere. While some can be found along the busy streets and others may be located in the back alley, or sometimes even in residential areas but still, they are easily accessible to the city. Trendy boutique hotels are also found in resort areas, generally well hidden from the main tourist throng (Covington Travel, 2016).

*The interior design and architecture* of a Boutique hotel is as unique as its operations, but always upscale and often combining historic details with chic elegance. Usually, they combine interesting architecture, artistic furnishings, as well as playing through decors to create a character (Les Boutique Hotels, 2020).

*Culture* in Boutique hotels is another characteristic that has to be pointed. As an extension of the unique personality of each property, boutique hotels often celebrate the local flavor with a strong sense of place by incorporating locally-sourced materials and reflecting the locations heritage through color and art (Covington Travel, 2016).

Therefore, the “Value of good hospitality” may come from all the above sections and characteristics of Boutique hotels. Of course, all this comes from the fact that Boutique hotels represent a “one-of-a-kind lodging experience” with emphasis upon stylistic uniqueness, high service standards, and individual guest attention (Ahmad et al, 2017).

## **2.5. Service Quality and Customer Satisfaction in Boutique Hotels**

### **2.5.1 Service Quality**

With the term service, we mean the variety of services, products, activities, experiences, etc. which brings benefits to customers and satisfy them. Delivering quality service is one of the major challenges facing hospitality sector. It is an essential condition for success in the emerging keenly competitive and global hospitality markets. Quality is the key to achieving customer satisfaction. Quality is a dynamic state associated with products, services, people and environments that meets or exceeds expectations. The customers of a business are based on the product or service it delivers and on the day-to-day contact that they have with the staff (UKEssays, 2020).

There are many definitions given by scholars about service quality. The concept of service quality has been considered as the sum of activities that make up a consumers’ perception about a service performance. From a customer’s point of view, service quality is a highly subjective and relativistic phenomenon (Hung-Che Wu & Yong Jae Ko 2013). Another definition is from Parasuman, Zeithaml and Berry (1985, 1988) which they define service quality as a perception resulting from attitudes formed by customer’s long term, overall evaluations of performance, and as the degree and direction of discrepancy between the consumer’s perceptions and expectations, or the extent to which a service meets or exceeds customer satisfaction. Douglas and Conner (2003) state that consumer perceptions are based on the actual service they have received, while consumer expectations are based on past experiences and information received. These statements represent the determinants or dimensions of service quality.

There are five key dimensions:

1. Reliability - the ability to perform the promised service dependably and accurately.
2. Tangible - the appearance of physical facilities, equipment, personnel and communications materials.
3. Responsiveness - the willingness to help the consumers and to provide a prompt service.

4. Assurance - the knowledge and courtesy of employees and their ability to convey trust and confidence.
5. Empathy – the provision of caring, individualized attention to consumers.

The SERVQUAL instrument includes the above key dimensions and is an instrument that measure service quality across a range of service industries.

In today's competitive environment, organizations should focus on customer's wants and needs to meet their expectations and satisfy them. Service quality has a significant impact on customer satisfaction and loyalty compared to product/service characteristics (Donnelly, Neil, Rimmer, & Shiu, 2006). Service quality can lead to decreased costs, increased profitability and improved organizational performance (Zaibaf, 2013). Service quality has been of great interest to hospitality researchers. The main responsibility of hotels and especially in Boutique Hotels is the delivery of quality services and products to customers. Boutique hotels need to put more emphasize in improving the quality of their products and services offerings and in ensuring that the needs and expectations of their guests are being met (Haywood, 1983). It is very important to differentiate one hotel services from those of its competitors. To achieve this, managers should understand and satisfy customers' needs and wants by offering high quality services and products.

For example, hotel products and services such as food and beverage menu variety, waiting time, server performance, atmosphere etc. plays an important role to customers and their satisfaction. But service quality should more emphasize on service quality of employee which involve basic skills, technical skill, communication skill, interpersonal skill, thinking skill, and personal quality so as to help improve the service quality of the hotel. For example, front-line employees have a great responsibility in assisting guests when the customers face problem by provide reliability, accurately and updated information regarding the hotel's services and product availability. As the result the guests will always be satisfied with the hotel and what is offered to them (UKEssays, 2018).

Therefore, it is understood that both products and services quality does not exist outside of the service outlets. The customers are the individuals that rank the level of the service quality of a hotel's operation (UKEssays, 2018).

### ***2.5.2 Customer Satisfaction***

As Kotler (1991) mentioned satisfaction reflects a post-purchase evaluation of product quality given pre-purchase expectations. Focusing on products and services, satisfaction may be defined as an affective customer condition that results from a global evaluation of all the aspects that make up the customer relationship with the



service provider (Severt, 2002). There are two perspectives of satisfaction. The first perspective is the one maintained by economic conditions such as the volume of sales or profit margins obtained. The second perspective known as noneconomic satisfaction, considers the concept using more psychological factors, such as a partner fulfilling promises or the ease of relationships with the aforementioned partner (M. Zaibaf et al., 2013).

Customer satisfaction in the service industry has been important for many years. High quality service and enhancing customer satisfaction are widely recognized as important factors leading to the success of companies in the hotel, catering and tourism industries (Sim, Mak & Jones, 2006). It is believed that customers who are satisfied are more likely to establish loyalty, repeat purchases and favorable word-of-mouth (Fornell, 1992). Customer satisfaction in Boutique hotels includes many elements, such as the ambience of the hotel and hospitality of the service provided to the customer, innovation, location, food and beverage service, room amenities, safety and security, etc. (Sim, Mak & Jones, 2006).

In hospitality and tourism, we view customer satisfaction as a customer's overall emotional response to the entire tangible (products) and intangible service (services). When customers experience a product or service and compare the encounter with their expectations, the emotional response to the entire service at the post-purchasing point is customer satisfaction. If the service or products meets/ exceeds expectations, customers are generally satisfied. However, if the service or product does not meet their expectations, customers are normally unsatisfied (Huiying Li et al., 2013). So, offering services and products that customers prefer, is obviously a vital basis for gaining customer satisfaction. Therefore, in the challenging and highly competitive hospitality industry, every organization is forced to run its business in the most effective and efficient manner possible, so as the business to be successful and so as to have their customers satisfied (Amin et al., 2013). If the customers are satisfied with the products and services offered, the organization has not only correctly interpreted customer needs and expectations but it is also providing products and services of acceptable quality (UKEssays, 2020).

## CHAPTER 3

### METHODOLOGY

This research aims to explore the Value of good hospitality in Boutique hotels and more specifically of Melies Boutique hotel, located in Loutraki Aridaias, Pozar. This chapter summarizes the procedures that are used in this study to address the research questions outlined below:

1. How Melies Boutique hotel promotes the value of good hospitality?
2. What is the relationship between the quality of services and products offered by Melies Boutique hotel and customer satisfaction?

#### 3.1. An Exploratory Case Study in a Qualitative Research

As Yin (1984, p.23) mentioned “A case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used.” In other words, an exploratory case study is a study wherein an investigator explores answers to “what,” “how” and “why” questions by focusing on observing contemporary events without exercising any control over actual behavioral events. The case study goes beyond narrative description since it represents in-depth investigation of some event or events “which the analyst believes exhibits (or exhibit) the operation of some identified general theoretical principle” (Mitchell, 1983, p.192).

The research questions of this study are: “How Melies Boutique hotel promotes the value of good hospitality?” and “What is the relationship between the quality of services and products offered by Melies Boutique hotel and customer satisfaction?” These questions provide a rationale for conducting an exploratory study with the goal to help answer the “how” and “what” questions and to develop research propositions for further enquiries.

Thus, a qualitative approach based on a single case study was adopted in this study as the most appropriate mean of exploring customer’s perceptions about the Value of good hospitality and the quality of services and products offered by a Boutique hotel. After the approval of the hotel, it was decided to mention the name of it in this work (we have already mentioned it above). Therefore, Melies Boutique hotel in Loutraki Aridaias, Pozar was selected for the actual study.

### 3.2. Melies Boutique Hotel

Seeing the evolution of the tourist perspective of the place, the owners of the hotel decided to get involved with the hospitality industry. Two childhood friends shared the dream of a hotel at the age of 25, but due to financial difficulties it took some years for them to be able to start building it. At the age of 32 to 33, they started creating it with all the necessary perspectives to be considered as a boutique hotel. They thought they had to create a boutique hotel that is different from the other hotels in the area, but meanwhile with high quality standards. They believed that the area could appeal customers of a higher budget and expectations. Therefore, they set the goal and finally they achieved to create something very good, so as all customers to be satisfied enough.

Melies Boutique hotel opened its doors in September 2010 in Loutraki Aridaia, Poza, having 14 rooms and all the necessary public spaces according to the boutique hotel specifications. Melies Boutique hotel is made of stones and is surrounded by plane trees. The hotel provides accommodation with neoclassical interior and exterior design, soft colors, fireplace, Coco mat bed linen, free Wi-Fi, etc. There are 3 types of rooms in Melies boutique hotel: Deluxe double room, Superior double room and the Suites. All rooms and suites are decorated in earth tones and they have view either to the mountains or to the garden. The bathrooms inside the rooms include all the items that are necessary for the customers like slippers, bathrobes and hairdryers. Satellite TV is available, and some rooms also have a bathtub and a balcony. At Melies you can start your day with a buffet breakfast, which includes local, organic products and special diet options. There is a snack bar on site, serving cold dishes and pizza.

The location of the hotel is considered to be as privileged one as it combines the Thermal Poza baths with the Kaimaktsalan ski center. The hotel is 12 km away from the city of Aridaia and 30 km from the city of Edessa. This place is assumed to be the first one which turned thermal spa tourism into alternative thermal spa tourism approaching people from everywhere and combining thermal baths, ski center, hiking, biking and other activities together with hotel accommodation.

Melies Boutique hotel was selected for this study because is considered to be as one of the best hotels in the area. Melies Boutique hotel has won many hotel awards. It emerged as the number 1 Boutique hotel in Aridaia, in Tripadvisor for 8 years. In 2014 Melies took the title of the “Best hotel” in Trivago. Also, in Athinorama magazine, Melies hotel distinguished as one of the best hotels in Poza for 5 years. But except from the awards, the good thing is that all these years that the hotel has been operating, it has managed to be almost 100% full all year round.

### 3.3. Research Method

Content analysis is a research method of analyzing written, verbal or visual communication messages (Cole, 1988). It is concerned with meanings, intentions, consequences, and context. On the other hand, Thematic Content Analysis (TCA) is a descriptive presentation of qualitative data. Qualitative data may take the form of interview transcripts collected from research participants or other identified texts that reflect experientially on the topic of study. A satisfactory TCA portrays the thematic content of interview transcripts (or other texts) by identifying common themes in the texts provided for analysis. TCA is the most foundational of qualitative analytic procedures and in some way informs all qualitative methods (Anderson, 2007). Therefore, Thematic Content Analysis (TCA) was used in this research to analyze interviews from participants. Through the interviews, first coding was done, then categories were created and finally themes were formed. Themes are the overarching categories of common data across multiple participants. All textual data contained in a theme tells a story about that theme and is somehow related, representing different dimensions of a phenomenon. Thematic content analysis helps researchers understand those aspects of a phenomenon that participants talk about frequently or in depth, and the ways in which those aspects of a phenomenon may be connected.

### 3.4. Interviews

Case studies tend to focus on qualitative data using methods such as interviews, observations, and analysis of primary and secondary sources (e.g. newspaper articles, photographs, official records). Sometimes a case study will also collect quantitative data (Scribbr.com). As indicated by Yin (1984, p. 498), one of the most important sources of case study information is the interview.

Semi-structured interviews with open-ended questions were preferred for this study due to their greater investigative flexibility and enhanced participant engagement (May, 2002). The interview schedule was designed based on findings from the literature review about the value of good hospitality in boutique hotels and structured in ten major themes: Homely Accommodation/Environment, Staff, Food & Beverage, Housekeeping Service, Personalized Services and Products, Unique Character, Personal Touch, Location, Interior Design and Architecture, Culture. Based on these ten areas, 10 questions were created for the General Manager of the hotel about how the hotel offers the value of good hospitality through these sectors. Another 10 questions based on these ten areas were created for customers (number of customers: 10) ,who had visited Melies Boutique hotel, about how they think that the hotel promotes the value of good hospitality, through what practices, services and products

and whether they are satisfied with what is provided to them. The main goal is to look both at the hotel itself and what it offers as well as the customers' perspective on the hotel and its services.

### 3.5. The Sampling

The sample size used in qualitative research methods is often smaller than that used in quantitative research methods. This is because qualitative research methods are often concerned with garnering an in-depth understanding of a phenomenon or are focused on meaning (and heterogeneities in meaning)—which are often centered on the how and why of a particular issue, process, situation, etc. Interview work is not as concerned with making generalizations to a larger population of interest and does not tend to rely on hypothesis testing but rather is more inductive and emergent in its process (Dworkin, 2012,). As such, interviews are to create “categories from the data and then to analyze relationships between categories” while attending to how the “lived experience” of research participants can be understood (Charmaz, 1990, p. 1162). So, the number of interviews (11 in total) was determined by the “saturation effect” where the material selected was analyzed in details and interviewing was drawn to a close after no new themes were found to be emerging. Thomson (2010 cited by Marshall et al., 2013) argues that the “saturation effect” is normally achieved with 10-30 interviews which this study fits into.

In more details, in this study, key informant interview was conducted with one of the two owners of the hotel Mr. Fotis Moschakis, which is the General Manager too. Due to other obligations that the other owner of the hotel had, it was not possible to interview him as well. Mr. Fotis Moschakis is the General Manager of the hotel, he has years of experience in the tourism industry and is also the Vice president of the hotel association of Loutrakiou, Almopias. So, interviewees who have special knowledge on a given topic are characterized as key informants (Mikkelsen, 1995). At first, we created a set of questions related to the topic of the work. However, this was an adaptive process where many questions were formulated during the interview, irrelevant questions were dropped, and questions were asked according to a flexible checklist (Kvale, 1996, Mikkelsen, 1995). In more details, a semi-structured interview was conducted using a series of open ended questions structured around a set of key themes (already mentioned above) in order to guide the interview process. Due to Covid-19, it was impossible to do the interview at the hotel, so the interviewer was asked these questions via video call and with sound recording. The interview lasted about 50 minutes. After recording the interview, the information provided was reviewed, transcribed and stored in a file to be discussed and compared with the customer's interviews.

On the other hand, semi-structured interviews with open-ended questions were conducting to 10 customers who have visited the hotel once. A list of information on

the topics was created to help interviewees in case they failed to think of any ideas related to the topic at hand. The respondents were people from my social environment who I knew they had visited this hotel before. For confidentiality, the customer's names have been changed and regarding the gender of the customers, 5 were men and 5 were women from different age levels (from 25 years old to 55 years old). Due to the Covid-19 situation, the interviews with the customers were also done through video calls and with sound recording. The interviews lasted about 20 to 30 minutes.

### **3.6. Method of Data Analysis**

The thematic analysis was chosen to analyze the data collected from the customer's interviews (interviews from 10 customers) due to its flexibility and recognized potential to produce a detailed and elaborate description of qualitative data (Braun and Clarke, 2006). Four steps were followed to analyze the interviews. After listening to the interviews the next step was to transcribe them in a file. So, the first phase was to familiarize myself with the data I had transcribed. Reading the data as data mean reading the words actively, analytically and critically, and starting to think about what the data mean (Braun and Clarke, 2006). The second phase was to generate initial codes. Codes can provide a summary of a portion of data or describe the content of the data (Braun and Clarke, 2006). The third phase was to create categories based on the coding that were done in the previous stage. The last phase before the analysis of the results was the creation of themes. A theme "captures something important about the data in relation to the research question/s, and represents some level of patterned response or meaning within the data set" (Braun and Clarke, 2006).

### **3.7. Reliability and Validity**

When conducting the research, credibility always needs to be demonstrated. The question reliability concerns itself with whether a study is repeatable and if repeated would others get similar results. The analysis of the data collected from semi-structured interviews was facilitated by the use of thematic analysis qualitative method. After transcribed the interviews, the data were read, coded, categorized and finally themes were created through them. Constant comparison between interviews uncovered similar and dissimilar patterns (Glaser & Strauss, 1967). Peer review of initial codes indicated that the categories and themes were appropriate and that they captured the information needed as far as concerns the 2 research questions. The results were also shared with peers both from the tourism industry and from other specialties. As a result, another researcher would be able to get the same results using given information (Garside, 2014).

On the other hand, validity was ensured by finding a link between the collected data and theoretical ideas (Bryman & Bell, 2011). The high quality of services and products offered by Boutique hotels is the result of the value of good hospitality that customers receive, which is something that agrees with the aforementioned theory. Peers checking were also used as a form of validity. Peers checking refers to researchers allowing peers the opportunity to read and provide feedback on the data gathered for the study. This step helped to prevent misinterpretations and identified researcher misunderstandings of data collected. In addition, the research contributed to new knowledge and insights. It must be mentioned that this research was especially concerned with the practical applicability in real life context, which is indispensable in business industry.

## CHAPTER 4

### DATA ANALYSIS/FINDINGS

#### 4.1. Introduction

The study's main purpose is to explore the Value of good hospitality in Boutique hotels and specifically of Melies Boutique hotel. Based on both the owner's interview and the customer's interviews will be examined how the hotel promotes the value of good hospitality, through which areas and practices and finally it will be considered if the customers are satisfied with the quality of services and products offered by the hotel. In more details in this chapter will be answered the 2 following research questions:

1. How Melies Boutique hotel promotes the value of good hospitality?
2. What is the relationship between the quality of services and products offered by Melies Boutique hotel and customer satisfaction?

Based on key codes, categories and themes that emerged from the data, the research findings are presented in this chapter. The results will be analyzed in two themes:

- Sense of Intimacy
- Importance of Delivering Quality Products and Services

#### 4.2. Data Analysis/Findings

##### *Sense of Intimacy*

The first theme that arises from the data analysis is the "*Sense of Intimacy*". Olga (2009) believes that style, dissimilarity, warmth and intimacy are key words that differentiate boutique hotels from all other kinds of hotels and make them unique and special. Hotels that implement the customer intimacy focus on building relationships with their customers by fulfilling their wishes. Offering guests the sense of intimacy and the services that they want, unique, memorable and personal memories for them will be eventually created (Customer Engagement Management in Tourism, 2016).



### *Homely accommodation/environment*

The sense of intimacy was observed through different aspects and characteristics of this hotel. One question that was asked both to the owner and customers was about the feeling of the homely accommodation offered by the hotel. Through the answers received, it is understood that the homely environment of the hotel reflects the feeling of intimacy. The General Manager of the hotel told that: *“Melies Boutique hotel offers the feeling of a homely accommodation/environment due to the fact that is a small family business hotel with 14 rooms. Customers prefer small boutique hotels rather than big hotel chains because they want to feel comfortable in a quiet and beautiful place that feels like home”*. Also, the owner mentioned that in order for the customers to feel the warmth and intimacy, the hotel follows some practices such as welcoming their guests with the most friendly way, satisfying customers’ requirements even before their arrival or during their stay, knowing their habits and their preferences etc.

The feeling of intimacy is also evident from the answers given by the customers. Customer responses, to whether they felt that Melies Boutique hotel offered them this feeling of warm hospitality and intimacy, were all positives. *One guest said: “In my opinion, Melies Boutique hotel is a big house with 14 rooms rather than a typical hotel. The hotel is hospitable and the people who work there are very kind and friendly” (Anastasia)*. Many of guests also answered this question starting with the words “Friendly” or “Warm” house and they continued giving emphasis on the pleasant way of welcoming and with the kindness and generosity felt by the staff and owners. *“Melies Boutique hotel gave me the feeling of a warm environment. This started from the moment when I arrived at the hotel, where the owners and staff welcomed me with joy, offering me coffee and homemade cake. I felt like I was visiting a friendly house” (Katerina)*. Other’s mentioned that the owners were always present in the hotel and very communicative. *“Entering the hotel, we met the owners and their families who welcomed us with joy. Talking with them, made me feel comfortable and pleased with the choice I made” (George)*. Also, some said that they felt a constant interest by the owners and staff regarding hotel accommodation and services. Last but not least, many interviewees said that Melies is a family business hotel which is characterized by simplicity and authenticity. The main goals of the owners and staff are to create strong relationships with the customers and a sense of intimacy and trust.

Therefore, it is understood that both the answer of the owner and the answers of the customers agree and there is no exclusion in what they said. So, the feeling of intimacy is reflected in the homely accommodation / environment offered by the hotel.

### *The staff*

The sense of intimacy is also evident from the staff and how they behave to customers. The General Manager of the hotel mentioned that: *“There may be only 3 people working in the hotel, but we considered them as a family. After so many years, they are now associates and not employees” (G.M.)*. The staff ensures the value of good hospitality by knowing how to create a warm and friendly environment to guests. They know their guests names, their habits and preferences. They are very communicative, helpful and positive and as General Manager said: *“The main goal of the staff is to treat customers with the best possible way”*.

In terms of customer responses to whether staff was able to create a sense of intimacy and meet their wants and needs, there were different views. Most of the interviewees agreed that the staff created a sense of intimacy due to their courtesy, generosity and interest in customer satisfaction. *“Both the quality of the services of the staff and their kind manners satisfied me very much. The staff was very polite, communicative and well informed about everything. The services that they offered in all kinds of sectors in the hotel were absolute satisfactory” (Thomas)*. Another guest mentioned: *“All members of the staff of Melies Boutique hotel were very communicative and willing to learn about us. The questions they were asking us, showed interest for whether we are happy with the hotel services or if we would like something different. They were there for us for whatever we might need. I compare this hotel to a recent stay in a large hotel where the service was good but the staff was quite remote and typical. So, it is not always the quality of services a hotel may offer it is both the services and the staff” (Rafail)*.

On the other hand, some guests were less satisfied with the staff and the services that they offered. Maria said that: *“The service of the staff was not something that impressed me. When I wanted to pay for my drink there was no one in the bar/lobby and that is because they have a small number of staff”*. Other customer said: *“The negative part was that due to the limited number of people working there, the staff was trying to cover all the posts so that no one is left unsatisfied. So, especially in the night shift, you can easily understand a delay either in the service process in the bar or in the room” (Anna)*. George also mentioned: *“We have asked for slippers and bathrobes and they said that there are not available. They took them 1 hour to find some and bring them to our room”*. So, in his opinion there was a lack of basic services and amenities.

All of the customers mentioned that the feeling of intimacy and warm environment was easily perceived. Most of them were also satisfied both with the staff and the services that they offered. But there were guests that were unsatisfied both with the services, amenities and the limited number of staff.

### *Unique character*

The sense of intimacy was observed as well through the unique character of Melies Boutique hotel. The General Manager of the hotel said that: *“Melies Boutique hotel is considered to have a unique character because is a family business hotel and the owners are always there to welcome their customers and satisfy their needs”*. So, intimacy is reflected in the fact that the hotel has a special character and customers feel that they are in a friendly house rather than a typical hotel.

From the customer's perspective, the unique character of the hotel comes mainly from the fact that it is a family hotel which can make you feel the intimacy and the warmth of the people and the place itself. *“I think that the special character of the hotel is based on the warm hospitality that you get. You feel that you are in your house with your family and friends”* (Konstantinos). Also, some pointed that the exterior image of serenity can make the unique character of the hotel. Another said that the owners and staff were always present and very communicative with their guests. Some said that the uniqueness of the hotel comes from the homemade breakfast while others said from the cleanliness of the hotel. Also, some mentioned that the design and the decoration of the hotel make up the unique character of it.

Therefore, in accordance with the customers' interviews, everyone had different opinion about the uniqueness of the hotel but all agreed that the unique character comes from the warmth and intimacy that Melies hotel makes you feel.

### *Personal touches*

Other characteristics which reflect the sense of intimacy are the personal touches of the hotel. To a question asked to the owner about whether personal touches create a sense of intimacy and play an important role in customer satisfaction, he answered that: *“Due to the fact that Melies hotel is a family hotel, personal touches can be found everywhere in the hotel from the interior design and architecture to the warm welcoming by the owners and the homemade breakfast”*.

Customer responses do not differ much from each other. In the question about the personal touches, there were many common answers. One interviewer answered: *“I noticed some personal touches in two sectors of the hotel. Firstly, the breakfast was homemade and the owner of the hotel was dealing with it every morning, which is something very difficult but at the same time very impressive. The second thing that made me feel the personal touch of the owner is the part of the decoration of the hotel. The owner had a unique character and this is reflected in the decoration too”* (Katerina). From the findings it seems that all mentioned decoration and breakfast in their answers. Also, others pointed that the music choices, the choices of mattresses in rooms and the bathtubs in some rooms, shows that someone has dealt with all these in detail. So, it is understood that all these personal touches of the hotel caused pleasure

and satisfaction to customers and made them feel that they were in a familiar environment.

### *Interior design and architecture*

The sense of intimacy was also observed through the feeling of the warm interior design and architecture which reflected by the hotel. The owner of the hotel said that the interior design and architecture is very important for the hotel so as the customers to feel the uniqueness and the warmth of it.

The customer's answers showed that both the exterior/interior design and architecture created them the feeling of intimacy and a sense that they were in a place that feels like home and which was absolutely harmonized with nature. The exterior design and architecture had the traditional type of design as it preserves stone and wood. *"In relation to the exterior design, I liked that they preserved the stone where it is characteristic of the specific area, which gave a more traditional touch to the image of the hotel. The color of the exterior side of the hotel is a deep green which makes it fully in tune with the environment"* (Nikos). Also, others said that the hotel is designed in this way so all rooms to have view either to the mountains or to the garden. But there were some customers they were not so much impressed from the exterior image of the hotel as far as it concerns the design and landscaping. They considered that the external environment is not so well preserved and that they should emphasize both to the good preservation of the plants and the configuration of the space. As far as for the interior design, everyone was impressed by the large handmade chandelier, the unique and handmade furniture in rooms and in other areas of the hotel, the soft colors, the fireplaces etc. So, apart from the exterior design of the space where some customers were not so impressed, in general they all mentioned that the design and architecture combined modern and classic elements creating warmth, something that made them feel that they were in a home rather than a hotel.

### *Importance of Delivering Quality Products and Services*

The second theme that arises from our data analysis is the *"Importance of Delivering Quality Products and Services"*. The need for quality products and services especially in Boutique hotels is great so that the customers wants and needs to be satisfied. If customers are not satisfied by the services and products they receive in one hotel, they will look for better services elsewhere (Jana & Chandra, 2016). The products and services offered by Melies Boutique hotel will be analyzed below and it will be examined whether the customers are satisfied or not.

### *Food and Beverage*

Food and beverage service is one of the most important services offered by the hotel. In a question made to the General Manager of the hotel about whether the guests are satisfied with the food and beverage service, he said that: *"We may not offer many*

*meals in the hotel but we give special emphasis in the breakfast where everything is fresh and handmade by us. This is something that is appreciated by the customers”.*

On the other hand, customer responses indicated that the breakfast offered by the hotel may be one of the best services that they have but almost all customers said that they would like more meals to be offered by the hotel. *“The breakfast had a feast of local cheeses and jams. Everything was homemade, even the orange juice was freshly squeezed. Also, it had a variety of different tarts, pies, desserts, etc. But except from the quality of the food, there was a large and different variety of breakfast ideas every single morning. As for the beverage, there was a plenty variety of wines. But, It would be nice also if there were more meals” (Thomas).* Another customer said: *“The breakfast and the service process of it were very satisfactory. Everything was homemade, tasty and healthy. What they could have are extra meals like lunch, dinner and some sweets” (George).* So, it is understood that the customers are satisfied with the quality of food and beverages but they are less satisfied with the fact that the hotel is not providing other meals.

#### *Housekeeping service*

Melies Boutique hotel emphasize in the housekeeping service, an area of particular importance. The General Manager told: *“Seeing a clean and tidy hotel creates a sense of security, hygiene and elegance and that is what the hotel is aiming for”.* Customers also agreed that the housekeeping service of the hotel was very good. There was daily cleaning of all spaces of the hotel (rooms and public spaces) and there was always a person who observed and controlled every detail. *“Melies Boutique hotel is a hotel that emphasizes in its image and the cleanliness of the spaces. The housekeepers were cleaning the public spaces and the rooms, emphasizing in details” (Giota).*

#### *Personalized services and products*

Boutique hotels are important to personalize their services and products because through personalization they can build relationships with their customers and they can offer unforgettable experiences.

The owner of the hotel said that Melies Boutique hotel offers some services and products but he didn't emphasize much in personalized services and products. Local handmade products like jams, massage services, mountain bike rides or other walking excursions and activities with a mountain guide can be offered by the hotel. Thus, the hotel offers a mini bus which can provide day trips to nearby destinations of tourist interest. Also, there is not a sufficient concierge service but the hotel tries to serve customers with the best possible way giving them the information they are searching for.

On the other hand, customer feedback on whether Melies Boutique hotel offers personalized services and products was both positive and negative. As for the personalized products, all interviewers mentioned the handmade products that the

hotel offers either for trial or for purchase. As for the personalized services, almost everyone mentioned the massage service and the fact that there was always someone in the reception who could give information to customers. The same person could deal with booking procedures or arrange trips to guests. Also, some others mentioned that the fact that the owners were there to welcome their guests, that every morning a folder with fresh lavender was in the rooms, that the breakfast was made by the owners every morning and that there was a buffet with snacks from morning till evening shows one aspect of the personalization. But most of the interviewers said that they did not notice any particular personalized service that impressed them so much. There were no spa services or a gym and if there were any services such as biking or hiking etc. their advertising was insufficient. Maybe the hotel could offer some extra services or products and a better advertisement, so as the customers to be more informed and to feel the personalization even more.

### *Culture*

There is a huge need of quality products and services that reflect the culture and the heritage of the place. Melies Boutique hotel is located in Loutraki Aridaia, Pozar, a place with culture and physical heritage (The Thermal baths). The owner of the hotel told us that the hotel tries to promote the physical products, the place, the baths, the activities with simple traditional ways such as offering local products and talking with their guests about the history of the place and the things that someone can do.

From the customers view, many of them agreed and said that the owners and staff were giving information to them about the history of the Thermal baths and the culture of the place. As for the products, all customers mentioned the handmade products that the hotel promotes. These products are usually jams or liqueurs which are made by local producers and some are also produced by the owners themselves. Two neoclassical furniture accommodate these local products in the breakfast room, which is something that demonstrates the culture and the heritage of the place too. As an interviewer said: *“The hotel shows the culture of the place by providing and promoting the local products of the area” (Maria)*. But there were others who said that except from these products there were little to non-reflection of the tradition of the place. *“The hotel does not integrate the culture and the heritage of the place. I didn’t notice any product or service which could highlight the history of the place except from the local products that they had and some information that they gave us about the place” (Nikos)*.

Therefore, we conclude that there were differences in the customers answers and either should be a better promotion of the existing products and services related to the culture of the place or the hotel should focus on other areas related to the culture of the place.

## CHAPTER 5

### DISCUSSION

From the data analysis, some conclusions emerge regarding the Value of good hospitality offered by Melies Boutique hotel. The two themes that have been arisen from the data “*Sense of Intimacy*” and “*Importance of Delivering Quality Products and Services*” answer the 2 Research questions “*How Melies Boutique hotel promotes the value of good hospitality?*” and “*What is the relationship between the quality of services and products offered by Melies Boutique hotel and customer satisfaction?*” respectively.

In particular, the analysis showed that Melies Boutique hotel promotes the value of good hospitality through the sense of intimacy and warmth which offer to customers. The sense of intimacy is perceived through various areas / characteristics of this hotel such as the homely environment, the staff, the unique character, the personal touches and the design and architecture of the hotel. In more details, the sense of intimacy was observed through the homely environment of the hotel, where all guests said that they felt that they were in a friendly house rather than a simple hotel. As far as concerns the staff of the hotel, the customers were satisfied both with the staff and the services that they offered, but they pointed out the limited number of staff employed by the hotel which has as a consequence the delay of the service processes. The answers about the unique character of the hotel and the personal touches showed that despite the fact that each customer emphasized in something different, everyone agreed that the unique character comes from the intimacy that the hotel creates and that behind every personal touch are the members of the hotel, creating the feeling of a homely environment. Also, the sense of intimacy was reflected through the warm design and architecture of the hotel. The only negative part about the design which observed by the customers was the not so good preservation of the exterior environment.

On the other hand, the analysis of the data showed that the hotel may offer some quality products and services but these are not always enough or satisfactory for the customers wants and needs. Below we will see with which services and products the customers were satisfied or not. Firstly, the sectors analyzed were the food and beverage service, the housekeeping service, the personalized services and products and the products and services related to culture. As far as concerns the food and beverage, the customers were satisfied but they would like some extra meals like lunch, dinner or desserts. The housekeeping service of the hotel was absolute great. As for the personalized services and products, the opinions were ambiguous. As mentioned in the analysis, some of the interviewees pointed out some personalized products and services offered by the hotel but most seemed to be unhappy and they would like something more in this sector. Last but not least, the answers given as to whether the hotel offers products and services that reflect the culture of the place

show that besides the fact that the customers understand what the hotel offers they are not satisfied enough.

Consequently, the hotel promotes the Value of good hospitality through these areas that we mentioned, while emphasizing in the sense of intimacy and warm hospitality something that pleases customers and makes them feel unique. In what the hotel should emphasize are the products and services it offers. Additional products and services should be added as well as better promotion should be done, so that customers to be happy and their experiences to be more complete.



## CHAPTER 6

### RECOMMENDATIONS FOR IMPROVING MELIES BOUTIQUE HOTEL

#### 6.1. Introduction

Melies Boutique hotel is a small family business hotel that aims to satisfy its customers by offering them the feeling of intimacy and warm hospitality through different areas and practices. Specifically, all interviewers agreed that the hotel evoked positive emotions regarding the warm hospitality. The homely environment of the hotel, the owners and the staff who work there, the unique character and the personal touches of the hotel but also the decoration and the architecture were the areas where the most positive comments were observed and where the customers felt the warmth of the place and the people. On the other hand, the customer's responses about the products and services offered by the hotel showed that they were less satisfied and that they would like the hotel to offer more alternatives or to advertise itself better so that customers to be more informed about what it offers. In this chapter, recommendations for specific improvements will be made in Melies Boutique hotel according to customer's negative responses.

#### 6.2. Recommendations for Improving Melies Boutique Hotel

According to the answers, the customers pointed out that they were less satisfied with some services and products offered by the hotel. Below recommendations will be made based on secondary sources, according to the answers given by the customers.

- *Services and products*

Customer's responses showed that the services and products offered by the hotel are not enough satisfactory. As for the products, Melies hotel offers some local handmade products like jams but they could add some extra local products which reflect the culture of the place too like handmade objects, postcards with Thermal baths, books with the history of the place etc. In addition, it would be useful to dedicate a place to the hotel where it will have information about the history of the place and the Thermal baths so as the hotel to integrate the culture and the heritage of the place even more. As for the services, the hotel offers room service, massage service, concierge service, activities etc. but they are not well advertised having as a result uninformed customers. Thus, better advertisement should be done through hotel practices and through social media. For example, the hotel should offer an effective online platform so as the customers to get informed about services, products, offers, etc. and the hotel to stay in touch with them. In order to know what would serve the customer needs

best; the hotel could create a communication channel through this platform so their suggestions to be listened (Hotel news resource, 2014). In addition the active presence of the hotel on Facebook, Instagram etc. is necessary for recognition and better advertising of the hotel, its services and the place itself.

- *Personalized services and products*

Melies Boutique hotel offers services and products but they do not offer many personalized services and products. To personalize the guest experience is the most important thing that a hotel has to do. To start with, the hotel has to build first the guest profiles in a property management system (PMS) so as to collect and store guest information (birthdays, preferences, etc.). Knowing their preferences the hotel can add little touches to each reservation like putting a box of chocolates on the bed with a nice welcome card with the guest's name on it. Letting them also choose the colour of their sheets or the temperature in the room are just a few of many options. Also, the hotel has to offer packages with activities and options to every customer. Offering many services or products will make the guest even more pleased. An idea so as to promote the packages that the hotel offers is to have both to the reception and to rooms catalogs or tablets so as the customers to get informed about the hotel and its services. Last, the hotel has to be in a constant communication with the guests through emails before and after their stays, so as to build strong relationships (Webrezpro, 2019).

- *Food and Beverage service*

Melies Boutique hotel is essential to give emphasis in the food and beverage service. The hotel provides a very satisfactory and homemade breakfast but they should focus on providing other meals too like lunch, dinner and a catalog with desserts. Having a small hotel restaurant menu with local cuisine will attract both the customers of the hotel and external visitors. Thus, this will advertise both the hotel itself and the food it offers and will result in more revenues. Therefore, due to the fact that for most hotels the quality of food and beverage, and the service that comes with it, has a huge impact on the success of the business, Melies Boutique hotel should emphasize in this sector too so as to differentiate from the rest hotels in the area (Site Minder.com).

- *Staff*

Besides the fact that the customers were satisfied with the staff and the way they treated them, they were less satisfied with the number of people working in the hotel. They pointed out that the limited number of staff has as a consequence delays in the service processes. Hotel staff is the appearance of every hotel. They must have the ability to handle stress, punctuality and attention to details. Training of personnel also goes a long way in improving the quality of customer service in a hotel set up (Hotel news resource, 2014). So, it would be a good idea for Melies Boutique hotel either to hire one more person or to make a better distribution and demonstration of the staff's obligations.

Therefore, according to customer's responses the above areas are the ones that need more improvement. By incorporating some of the above practices in these areas, there can be slowly improvement and customers can be happier in a possible next stay. Thus, if the hotel could add more and better services and if the hotel continues to promote the value of good hospitality through the sense of intimacy and warmth eventually will be able to satisfy its customers and their needs.

## CHAPTER 7

### CONCLUSIONS, LIMITATIONS OF THE STUDY AND FUTURE RESEARCH DIRECTIONS

#### 7.1. Conclusions

The aim of this research was to examine the Value of good hospitality in Boutique hotels. To begin with, a secondary research was done to Boutique hotels and in their characteristics as well as in the sectors from which the value of good hospitality is reflected. There was also a literature review on the quality of services and products offered by boutique hotels and customer satisfaction. Then based on the information obtained, the research focused on a specific hotel, Melies Boutique hotel, which is located in an interesting location (Loutraki Aridaia, Pozar) with tourism all year round. Due to the fact that the hotel is considered to be one of the best hotels in the area and that the researcher had a particular interest in investigating it, it was finally decided to do a case study of this hotel. Therefore, combining both the bibliographic research and the data analysis of the Case study, which was based on interviews, conclusions were finally drawn.

It is understood that Boutique hotels have brought back the elements of the warm accommodation, architecture, design, gastronomy, uniqueness and authenticity together with personalized services and products to give guests a desire to travel again, and to experience something new (Chan, 2012). In comparison to other lodging subsectors, Boutique hotels are able to deliver the Value of good hospitality through sectors like the homely accommodation, the service of the staff, the food & beverage service, the housekeeping service, the personalized services and products, the unique character, the personal touches, the design and architecture, the culture and the location, that was mentioned in the literature review as well as in the data analysis. Regarding Melies Boutique hotel, the answers showed that the hotel promotes the Value of good hospitality based on the above areas, always aiming to create a warm and intimate environment. In what the hotel lags behind the most and where the customers showed less satisfaction were the services and the products as well as their advertisement and promotion. Undoubtedly the image of the hotel will come partly from the services and products in combination with any marketing promotion that takes place (Ryan, 1991). Without personalized and customized services and products, the art of customer service itself can be lost among a field of what's expected rather than what's extraordinary.

Thus, some recommendations have been made to some sectors of Melies Boutique hotel, based on the literature review and on secondary sources. However, changes can be made in other areas too and must be made constantly so that both Melies Boutique hotel and other Boutique hotels to constantly improve intimacy and personalization so

that they can offer more complete experiences and satisfaction to customers. The fact that Melies Boutique Hotel is a hotel with a unique character and design has many prospects to develop and improve by making some changes and creating incomparable moments for their guests.

In conclusion, due to the fact that Boutique hotels are normally smaller in scale and cater their services around individual travelers as opposed to large groups, they have more of an opportunity to evoke positive emotions and experiences, which could lead to more customer loyalty. From the moment a guest walks through the door of a boutique property, they are invited to experience something different that they may not have experienced at a larger chain hotel. Once they interact with an employee, that employee has the ability to personalize each experience – not by following a brand standard, but by interacting with the guest, understanding their needs, and customizing their response (Braun, 2017).

## **7.2. Limitations of the Study**

Like most of the surveys, this research faced some obstacles during its conduction. The main limitations that influenced this research regarding the data collection were three: the limited time to conduct the research, the Covid-19 situation and the fact that there was not much participation from the customer's side. Based on the short period for research the qualitative methodology considered as the most effective for this research and there was an effort to cover different aspects of the specific issue. Covid's-19 condition was such that the hotel could not be visited. So, besides the fact that direct communication could provide more information to the survey, the interviews were conducted online both with the owner and the customers. Also, the primary plan was to interview more customers but due to the non-significant response of guests, finally it was achieved to interview 10 customers. As far as it concerns the reliability, the results were mainly based on the responds of the customers.

## **7.3. Future Research Directions**

Due to the fact that there is a continuous development and evolution of Boutique hotels it would be beneficiary for researches to examine the Value of good hospitality offered by Boutique hotel based on a bigger sample. In a future research, the following issue could be examined: “How could smaller Boutique hotels, which are mainly family run, adopt the practices and methods followed by larger Boutique hotels in order to offer more complete experiences to customers and to satisfy their requirements?”

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## APPENDIX A

### **Semi structured interview questions to the Owner and General Manager of Melies Boutique Hotel, Mr. Fotis Moschakis.**

1. Does Melies Boutique Hotel offer the feeling of a homely accommodation/environment to their guests?

Answer:

Melies boutique hotel has 14 rooms and is considered to be a family business hotel. In general, most of the Boutique hotels in Greece have a small number of rooms and this is why we see a great preference in these hotels. Melies Boutique hotel offers the feeling of a homely accommodation/environment due to the fact that is a small family business hotel with 14 rooms. Customers prefer small boutique hotels rather than big hotel chains because they want to feel comfortable in a quiet and beautiful place that feels like home.

The practices that the hotel follows in order the customers to feel this homely environment and the feeling of the good hospitality are the following ones. First of all, in Melies Boutique hotel you will always find someone, me with my family or the other owner with his family too, to welcome you. It is necessary for us to be there so as the customers to feel that they came to visit a friendly house rather than a simple hotel. We welcome customers with a hospitable manner and we try to serve our customers in the best way. That's why we have repeated customers all these years. Specifically, the 50-70% are customers that visits our hotel again and again. Furthermore, due to the fact that we have repeated customers, we now know their habits, their wants, their preferences in the rooms or in the breakfast. For example, despite the fact that there is a buffet in the hotel, there are customers that have specific preferences in breakfast and we are there to satisfy their needs. Similarly, other guests have preferences about the room type, the temperature, the linens or the mattress. Despite the fact, that we do not have any program to store these information about are guests, we create such relationships with our guests that is easy for us to remember their preferences. Of course, if there is any particular peculiarity, we keep our notes. With this way, we aim to have everything ready when a repeated customer arrives and if the customer is new, we try to serve him with the best possible way so as to create a bound between us.

2. How the staff of Melies Boutique hotel ensures the value of good hospitality?

Answer:

There may be only 3 people working in the hotel, but we consider them as a family. They know exactly what we want, how we want them to behave, what characteristics

should have and of course how we want them to treat customers. After so many years, they are now associates and not employees.

To be more specific, the people who work with us ensure the value of good hospitality by knowing how to create a very warm and friendly environment to guests. Firstly, they know their guests name, something which is very important for a guest because he feels that he matters. They know their habits and their wants and they are interested to know more about them, whether they are old customers or new ones. They are calm and positive and they also try to provide enough information to customers for whatever they need. Furthermore, they try to solve any problem that may occur during their guest stays. The main goal of the staff is to treat customers with the best possible way.

3. Are customers satisfied with the food & beverage services offered by Melies Boutique hotel? Does Melies Boutique hotel offer a different gastronomic experience?

Answer:

In Melies Boutique hotel we offer breakfast, some snacks during the day and coffee, drinks and beverages throughout the day. We may not offer many meals in the hotel but we give special emphasis in the breakfast where everything is fresh and homemade by us. This is something that is appreciated by the customers. They like to enjoy a drink in the lobby next to the fireplace and as for the food they are very pleased with the breakfast that we offer.

I have to mention that breakfast is made from pure and fresh ingredients. Breakfast also consists of local and traditional products. Every morning, breakfast is made by us. We prepare it 3 hours before the breakfast starts and except from cold cuts, everything else included in the buffet is made by us. For example, we make pies, cheese pies, sweets, cakes, etc. Also, the jams that we use in sweets are from my local estates. The other important thing is that we live in a blessed place, which this place, depending on the season of course, produces almost every month different fruits or other products, which we make sure to include them in breakfast. For example, from March until the end of April we have asparagus production, so we make asparagus pie or a recipe with asparagus and eggs. Also, when the cherries are produced we make cherry pies.

In general, all the products produced by our area are included in the breakfast. So, everything is homemade and we do not have any fast food. This is the reason we are different from other hotels. In big hotels, it is more difficult to find homemade food and fresh ingredients but in Melies Boutique hotel we make sure to have the freshest materials and to satisfy every customer preference.

4. Does Melies Boutique hotel emphasize in the housekeeping departure? What does the hotel offer in terms of cleaning services, so that customers to be satisfied?

Answer:

In my opinion, the most important things in a hotel are the housekeeping services, good mattresses in the rooms and a very satisfactory breakfast. As for the housekeeping services, Melies Boutique hotel offer cleaning services of a 5 star hotel. This depends on the fact that the housekeepers clean the rooms in a daily basis and the linens and towels are changed every day. This is something that impresses customers. For example, I remember one client to say to me “Not even in my house, I do enter the bathroom barefoot and in your hotel I do”. Therefore, emphasizing in the area of housekeeping and hearing positive comments like this makes us even more careful with the cleanness of all spaces of the hotel. Seeing a clean and tidy hotel creates a sense of security, hygiene and elegance and that is what the hotel is aiming for.

5. Does Melies Boutique hotel offer personalized services and products, creating unforgettable experiences to customer?

Answer:

The hotel offers local handmade products like jams. Also, massage services can be offered by the hotel both for face and body giving the opportunity to customers to choose one of the many treatments that we have. Mountain Bike bikes are available also for rent from the hotel where the guest can choose routes that we will suggest him. In the reception of our hotel there is a mountain guide who can accompany the customers on routes that we have chosen for the lovers of mountaineering - hiking. Melies hotels also offer a mini bus which we can provide with day trips to nearby destinations of tourist interest. In general we try to give lots of information to customers about the area and the things that they can do and of course we are next to them in whatever they want. We want our customers to be satisfied and happy both with the hotel itself and with the services and products it offers.

6. Is Melies Boutique hotel considered to be a hotel with a special and unique character?

Answer:

The uniqueness of a hotel may come from many sectors. Melies Boutique hotel is a family business hotel and is not included in big chain hotels. This is something that makes it unique in itself. The fact that both owners with their families are in the hotel every day, it is something unique to customers because they feel like they are in a big house rather than a simple hotel. Melies Boutique hotel is considered to have a unique character because is a family business hotel and the owners are always there to welcome their customers and satisfy their needs. The value of good hospitality for us is the most important thing, so as the customers to feel comfortable, happy and

satisfied. We aim to have high quality services and products in all sectors of the hotel, so the clients to feel the uniqueness of this hotel.

7. How important do you think the interior design and architecture of Melies Boutique hotel is? Do you think it can create a unique character and satisfy customers?

Answer:

Melies Boutique hotel is considered to be a hotel with a unique character due to the fact that it has special exterior and interior architecture as well as the colors of the hotel gives you the feeling of absolute harmony with nature. The hotel was designed by an architect and an interior designer, where the design was inspired by the surrounding area where the hotel is located. The hotel is located on the slopes of the mountain (Mountain range Voras or Kaimaktsallan). The hotel is also designed with a way that all rooms have a unique view of the area. But the one thing that we should mention is that except from the exterior design, the interior design was created in such a way that it combines both the classic and the modern element but also harmonizes with the place itself. So, we believe that interior design and architecture of Melies Boutique hotel is designed in such a way so that customers to feel the uniqueness of both the hotel and the area.

8. Does the hotel offers the personal touch that is needed in terms of the quality of services and products, so as the customers to be satisfied?

Answer:

Due to the fact that Melies hotel is a family hotel, personal touches can be found everywhere in the hotel from the interior design and architecture to the warm welcoming by the owners and the homemade breakfast. For example, when we first designed the hotel with the help of an architect and an interior designer, we were there to tell them how we wanted everything to be. All these little details that make it different from other hotels were after our intervention. The furniture and the lighting are handmade and were made after our choice too. The whole design of the hotel gives our personal touches and over the years it makes it even more impressive. But our personal touches may also come from the way we offer our services and our products. For example, the fact that the breakfast is made by us every morning gives the feeling of the personal touch to the customer. In addition, when a customer arrives in our hotel, we offer him dessert and liqueur for the welcome. Therefore, Melies Boutique hotel offers services and products with their personal touches making customers feel unique and satisfied with what is offered to them.

9. Is the hotel located in a privileged location in terms of easy access to places of interest?

Answer:

The location of the hotel is privileged because we are located almost in the center of Macedonia. The International Airport of Thessaloniki is 1 hour and 20 minutes away. The Archeological Museum of Pella is 40 minutes away similar to Archeological Museum of Verginas. The village Nymfaio is also 1 hour and 20 minutes away. Also, we are very close to the cities of Naousa, Veroia, Edessa and others. So, many tourists come from all over the Greece and abroad having our hotel as the milestone for their excursions.

Of course, Melies Boutique hotel is close to the Pozar Thermal baths (only 5 minutes away with car). The Kaimaktsallan ski center is 30 minutes away from the hotel and the village of Agios Athanasios is very close to the ski center. Routes and paths also start from our hotel. There are other places too that someone can visit in the area and there are many activities for all tastes. Therefore, based on reviews customers are satisfied with the location of the hotel and the things that they can do during their stays.

10. Does the hotel offer products and services related to the culture and heritage of the place?

Answer:

As for the services related to culture and heritage of the place, the location itself and the Melies Boutique hotel offer guests the opportunity to come to a place with physical beauty and enjoy the thermal waters and other activities. Pozar Thermal baths is a natural phenomenon and the caves discovered in the area makes the whole experience unique. Our main goal is to communicate with our customers and to exchange opinions about the place, the history and the things that they can do.

As for the products, Melies Boutique hotel was the first hotel that had local products from local crafts. Two neoclassical furniture accommodate these local products in the breakfast room, which is something that demonstrates the culture and the heritage of the place. These local products are used for breakfast but we give also the opportunity to anyone to buy them. The hotel aims through this, to help in the promotion of the place and the culture.



## APPENDIX B

### **Semi structured interview questions to 10 customers who had visited Melies Boutique Hotel.**

1. Did Melies Boutique hotel offer you the feeling of a homely accommodation/environment?

Anastasia: In my opinion, Melies Boutique hotel is a big house with 14 rooms rather than a typical hotel. The hotel is hospitable and the people who work there are very kind and friendly. When I first arrived at the hotel, I got this feeling of the homely environment and I felt like I am in my home. The owners were there to welcome us with smile and they also offered us a cup of coffee. I remember that it was winter and we sat next to the fireplace, drinking our coffee and talking with the owners. A very satisfied experience for me because I felt that I was visiting a friendly house. But except from that, the whole experience of the hotel, from the rooms, the mattress, the cleanliness of all spaces, the breakfast, the services, the people, etc., gave me the feeling of a warmth and good hospitality.

Katerina: Melies Boutique hotel gave me the feeling of a warm environment. This started from the moment when I arrived at the hotel, where the owners and staff welcomed me with joy, offering me coffee and homemade cake. I felt like I was visiting a friendly house. This continued during my whole stay where there were constant communication between me, the owners and the staff. In more details, there was constant feedback in relation to what I like in the hotel, if there is something that I do not like and how they can be useful so that I have a pleasant stay both in the hotel and in the area. In addition to the communication we had between us, the layout of the hotel gave me the feeling of a home, something which is important so as to feel the homely accommodation of a place even more.

Rafail: I have not visited many boutique hotels but what I can compare with other hotels is that Melies Boutique hotel made me feel more familiar with the environment. It is a small family business hotel where it is managed by two families. When we visited the hotel the owners were there so we met them and we felt that they were very approachable and friendly, something that you don't find in big chain hotels. The important thing is that usually in boutique hotels you create relationships with the owners and the people who work there, which may end up being considered as friendly ones. Also, what impressed me and made me feel this homely accommodation is that, when we arrived at the hotel, it was a receptionist who made the whole check in procedure fast and showed us the rooms with a very kind way. Then we went down to the hotel lobby where the same girl served us and left us completely alone to relax next to the fireplace.

Thomas: When a customer visits the hotel, he can feel a positive energy in the atmosphere. Fotis and Elisavet, the owners of the hotel, are great people who are

always happy and kind. When I first visited the hotel, I felt this homely and warm environment, both from the people and from the calmness that the hotel caused me. I felt that I was visiting a friendly home with people that I know. Also, what I liked when I first arrived was the fact that they welcomed us, offering us a local homemade dessert and lemonade. Then, they told us about Aridaia and the Thermal baths and what we can do in the area. In general, the whole experience was very good and made you feel that you are part of a big family.

Maria: I have visited Melies Boutique hotel only once, after the urging of friends who had visited the hotel before. When I first arrived at the hotel, I felt a warm welcoming. One member of the staff helped us with the suitcases and directed us to the reception where the receptionist offered us water and an apricot dessert. I felt immediately the feeling of relief and a confidence that I will have a good time. After the check in procedure, she showed us the rooms and left. In the evening, we happened to meet the owners, who when they saw us they approached to meet us. They were very kind people and communicative, something that made us feel warm and comfortable. What I have to emphasize is that, whether you visiting a boutique hotel or not, in all kind of hotels you will feel kindness and a relatively good service, but not all hotels make you feel that you are part of a family. Melies boutique hotel made me feel this way, both from the hotel environment itself and from the people and services it offers.

Anna: To some extent, Melies Boutique hotel evokes the feeling of warm hospitality. In my opinion, this comes from the fact that the hotel facilities are designed in such a way that customers come in contact with each other and a more intimate atmosphere is created in the hotel. The environment can make you feel that you are part of a family, a group, etc. Of course, the owners and the staff of the hotel are so communicative and friendly that it is difficult not to feel part of the hotel.

George: Upon my arrival at the hotel I was impressed by the exterior design of the hotel where it is built of stone and wood which makes it warmer and more welcoming. Entering the hotel, we met the owners and their families who welcomed us with joy. Talking with them, made me feel comfortable and pleased with the choice I made. The authenticity and simplicity of those people is the strongest advantage of the hotel. They have built a hotel on their own and they treat customers like friends. So, you don't feel that you are in a typical hotel with rules and specific manners. You feel that you are in a big house invited by friends.

Giota: Of course Melies Boutique hotel gave me the feeling of a homely accommodation. The owners and the staff welcome us with warmth and kindness. We stayed at the hotel for 2 days and it was as if we were at our home. Everyone was very hospitable and communicative which made us feel comfortable and safe. I definitely recommend this hotel to other customers too.

Nikos: Melies hotel is a family hotel. When someone visits such a hotel, knows that it will not be like the big hotels but it will have this different thing that makes it unique.

So this warmth that exhales as much as the people who work there can make you feel this homely environment. From the moment I arrived at the hotel and from the entire stay I am very satisfied both with the accommodation and with the sense of the family environment that I got.

Konstantinos: The hotel made me feel the homely hospitality from the very first moment. When I arrived it was relatively late at night and what impressed me was that they offered me a drink and told me that they would only need the ID and nothing else as I have come from afar and they would not want to delay me with procedural issues. This was something that impressed me much and made me feel that I was in a place that they care about me. Also, the whole accommodation from people, rooms, breakfast to activities etc. made me feel that I am in a familiar place with nice and helpful people.

## 2. How would you evaluate the service of the staff of Melies Boutique hotel?

Anastasia: Due to the fact that the hotel is located in a village, the people who work at the hotel are the traditional people of the village. They are very kind and helpful. They offered us coffee, breakfast and everything else we asked for with a big smile in their faces. This was very satisfied for me and my family because we felt all the kindness and the quality of services that they offered to us. I grade them with 10!

Katerina: Due to the intimacy that existed in the atmosphere, I happened to meet both the owners and the staff. During my stay, we exchanged opinions between us, even telephones and so we created a beautiful contact. In more details, I asked the staff how it is to work in a boutique hotel like that and they asked me if I were satisfied with the services that they offered and if I would change some things or not. In general, the staff, apart from the communication part, also excels in the way it offers the hotel services. For example, I remember that before my arrival at the hotel I had asked for the fireplace to be ready and so it was, quickly and without a second reminder. So, all these made me feel satisfied both with the staff and the services that they offer to customers.

Rafail: All members of the staff of Melies Boutique hotel were very communicative and willing to learn about us. The questions they were asking us, showed interest for whether we are happy with the hotel services or if we would like something different. They were there for us for whatever we might need. I compare this hotel to a recent stay in a large hotel where the service was good but the staff was quite remote and typical. So, it is not always the quality of services a hotel may offer, it is both the services and the staff.

Thomas: Both the quality of the services of the staff and their kind manners satisfied me very much. The staff was very polite, communicative and well informed about everything. The services that they offered in all kinds of sectors in the hotel were absolute satisfactory.

Maria: The service of the staff was not something that impressed me. Firstly, due to the fact, that is a family business, they do not have a large number of staff. So, I noticed that everyone was busy with everything. For example, when I wanted to order a drink in the lobby, the only girl there was the receptionist something which is negative for me. I would prefer there to be someone for each post, so that I do not feel embarrassed about who to bother. Also, when I wanted to pay for my drink there was no one in the bar/lobby and that is because they have a small number of staff. So, in comparison with other boutique hotels, I think that Melies hotel lags behind in terms of staff service.

Anna: I would say that the service of the staff of the hotel was very good. All members of the staff and the owners too, due to the fact that is a family business hotel, they were very kind and willing to serve us. Especially, in breakfast the service was absolute great. The plates with the savory and the sweet were constantly filled and if we wanted something else, we had it. Also, the service of the staff was quick and kind. They usually try in any way to fulfill what the customer may want. The negative part was that due to the limited number of people working there, the staff was trying to cover all the posts so that no one is left unsatisfied. So, especially in the night shift, you can easily understand a delay either in the service process in the bar or in the room.

George: The staff of the hotel was pleasant and willing to satisfy the needs of the customers. So, in general the service of the staff was okay but if we look at it, in more detail we will see that the hotel does not have the entire appropriate infrastructure. For example, we have asked for slippers and bathrobes and they said that there are not available. They took them 1 hour to find some and bring them to our room. So, better management should be done in situations like this so that the service is proportionate. Also, when we wanted to explore the area, the information given by the receptionist was little. So, there wasn't a sufficient concierge service.

Giota: I am very satisfied both with the staff and the services they offered us. The staff was very friendly and showed a constant interest. In terms of services, the staff tried in every way to meet the needs of customers. I do not have any complaint to mention.

Nikos: Besides the fact that Melies Boutique employs few people, they are very communicative and willing to serve you. Also, the services they offer are very satisfactory for such a small hotel. What impressed me was that at breakfast both the staff and the owners were there to explain what the dishes contain, if we need something more special etc. So, a constant interest was perceived something that caused you positive emotions.

Konstantinos: I think that the service of the staff was quite good. I did not notice anything that would displease me but also something that would impress me so much.

Everything was as it should be. The staff was polite and the services they offered satisfactory.

3. Are you satisfied with the quality of the food and beverage of Melies Boutique hotel?

Anastasia: I am very satisfied with the quality of the food and beverage. The breakfast of the hotel was so good with all the products to be homemade. There was freshly squeezed orange juice every morning. Also, all the products were fresh from eggs to butter and there were many homemade pies and sweets. It was not the breakfast that you usually find in big chain hotels. Everything was so fresh and different its time. As for the drinks and beverage, there were many varieties of local wines and other drinks, so it was easy to enjoy a drink near to the fireplace.

Katerina: Melies Boutique hotel provides mainly breakfast. So, as for breakfast I am very satisfied. The fact that the breakfast was homemade was an important factor for me. Also, the quality of services in this sector was above expectations. As for the breakfast, the service of the staff was quick, kind and helpful and of course when something from the buffet was finished they replaced it immediately. Also, they gave us the explanations of each food and they suggested us what to try. The only things that I would add are some extra meals during the day and even dinner. In the evenings they had only two meals, pizza and club sandwich. So, it would be nice to offer a complete dinner rather than these 2 choices and more snacks during the day.

Rafail: As for the food, they had many local products that they made themselves, something that generates you interest. In particularly, in breakfast the buffet was not that big like in other hotels but everything was so fresh and homemade where this made you to try them all. As for the drinks and beverage, I do not have anything to mention. The one drink that I usually take; they had it in their menu, so I enjoyed it.

Thomas: As for the food, everything was perfect. The breakfast had a feast of local cheeses and jams. Everything was homemade, even the orange juice was freshly squeezed. Also, it had a variety of different tarts, pies, desserts, etc. But except from the quality of the food, there was a large and different variety of breakfast ideas every single morning. As for the beverage, there was a plenty variety of wines. But, it would be nice also if there were more meals.

Maria: Melies Boutique hotel, offers mainly breakfast and some snacks. As for the breakfast everything was fresh and delicious. There were plenty of choices and if you had some special dietary they could prepare something special. The thing that I noticed was that there was no dinner. Due to the fact that I have visited Aridaia before, I have not found a restaurant that is so good for my tastes. Usually, in Pozar you go for relaxation and so you want everything to be next to you, especially when you go for a few days. So if the hotel had dinner I would like it more and it would be a reason for me to stay in the hotel, rather than searching for a good restaurant in the area.

Anna: The quality of the food and especially breakfast was very good. The preparations are made daily by the ladies at breakfast ensuring good quality and quantity in the food. Their main disadvantage was that they did not have any other meal during the day. As for the drinks, they had everything we asked for.

George: The breakfast and the service process of it were very satisfactory. Everything was homemade, tasty and healthy. What they could have are extra meals like lunch, dinner and some sweets. For example, the thing that I didn't like was that they had only some snacks like pizza and toast in the evening. Of course, as a boutique hotel I don't expect the menu of a big hotel but they could have some local dishes either for lunch or dinner, so as to keep the customers in the hotel.

Giota: Melies Boutique hotel offers excellent quality of food. The breakfast that they offer is the strongest advantage that they have. Everything is homemade, tasty and there is a variety of choices. Also, if you want something else, in addition to what is in the buffet, you can ask for it. I remember that I wanted an omelet and they made it for me very quickly. So, I am totally satisfied from the breakfast and the service of it. As for the drinks, there were many of choices.

Nikos: Melies hotel offers quality food and beverage. The breakfast had different choices every day and the quality was high due to the fact that everything was fresh and handmade. They offered some snacks during the day but they were not very satisfactory. So, they could have some extra meals such as dinner so as the gastronomic experience to be more complete. As for the drinks they had what we asked for.

Konstantinos: I am very satisfied with the food and beverage offered by the hotel. The food was delicious and homemade and the drinks were tasty. After all the atmosphere of the hotel was so beautiful and relaxing that made you enjoy even more the food and beverage.

#### 4. Are you satisfied with the housekeeping service of Melies Boutique hotel?

Anastasia: Yes, I am very satisfied with the cleaning services. I think that in terms of cleanliness, every boutique hotel that I have visited is the best on this sector. Of course, Melies Boutique hotel give emphases in the housekeeping services too. They change the bed sheets, towels and they clean the whole room every day without asking them to do it. Also, they clean the common areas of the hotel and the breakfast room in a detailed manner and they have everything tidy.

Katerina: I would say that I am enough satisfied with the housekeeping service of the hotel. The room was excellent clean and tidy and the bathroom too. Also, the owners confirmed to us that they pay great attention to the cleanliness of the rooms that have whirlpools. They use powerful cleaners and the housekeepers clean them with the best way they can. Of course, as for the public spaces, the cleanliness was excellent. There was always someone who tidy everything up and having everything under control.

Rafail: The hotel was too clean. The public spaces of the hotel like the lobby, the bar and the breakfast was very tidy and clean. The same goes for the rooms where they were cleaned every day by the housekeepers. I did not notice anything in this area that displeased me and the important was that I did not bothered the housekeepers at all. Everything was as it should be.

Thomas: As for the cleaning services of the hotel, I am satisfied at 100%. The hotel, both from the outside and the inside was perfectly clean. The lobby, the public spaces, the breakfast room, the rooms were very clean. I think that is unusual to find such a clean hotel.

Maria: Due to the fact that I visited the hotel in the winter, I didn't notice much the outside of the hotel. As for the inside, the hotel was clean and tidy. The lobby, the living rooms and the breakfast room were always very clean and the receptionist was there to take care of anything in those spaces. As for the rooms, I do not have any complaint about the cleaning services.

Anna: As for the cleaning services, I was totally satisfied, both for the interior and exterior spaces of the hotel. Especially, the lobby, the breakfast room and the room were very clean. They could only improve the image of the exterior environment, which was nice and clean but it could have something extra that could made it unique. If it wasn't winter we could have had a better picture of the exterior of the place.

George: The housekeeping service of the hotel was absolute great. All public spaces and rooms were very clean and the housekeepers paid close attention to every detail.

Giota: Melies Boutique hotel is a hotel that emphasizes in its image and the cleanliness of the spaces. The housekeepers were cleaning the public spaces and the rooms, emphasizing in details. Also, when I asked for extra towels etc. they served me in the best possible way.

Nikos: For me, cleanliness is one of the most important parts of a hotel. The fact that our room and the breakfast area were so clean caused me positive emotions. Of course, all the other areas of the hotel were clean and tidy, something that caused me again relaxation and calmness.

Konstantinos: The hotel is superior to other hotels I have visited in terms of cleanliness. Due to the fact that it is a family business, both the staff and the owners pay special attention to this part. For example, I happened to see the owners themselves cleaning the outside of the hotel, something that impressed me very much.

5. In your opinion, does Melies Boutique hotel offer personalized services and products to customers?

Anastasia: As for products, Melies Boutique hotel offers handmade jams which are made by the women of the village and you can either taste them in the breakfast or buy them. These products offered by the hotel giving emphases in the local

production of the village but also in the healthy products that the hotel offer as a service. Another service that Melies hotel offers is the massage. If someone is interested in having a massage therapy, he can try any of the therapies offered by the hotel. But the most important is that the hotel is very close to the Thermal baths, which is a service itself, and the hotel can help you with the booking procedure in the baths and other activities. In general the owners of the hotel and the staff are very helpful and they are willing to give you any kind of information.

Katerina: In relation to my stay, there was no such part of personalized services and products which impressed me much. However, as far as the part of the suggestions, which is of course part of the personalized services they offer, they were very helpful and informative. Due to the fact that the hotel is located in Loutraki Aridaia which is a village, everyone knows each other and support each other. So, the owners of the hotel suggested us places and people that they knew, so as to take care of us the way they did too. Furthermore, the hotel is cooperating with Pozar Thermal baths, something very convenient for us, as they dealt with the booking process for the baths. But except from the above that I mentioned I did not understand any other personalized service or product that they may offer.

Rafail: I think that the hotel does not provide any special personalized service or product. What I noticed as a service was that the owners were willing to guide us about the area and what we can do. For example, they told us which is the best hour to go to the baths or how we can combine baths with other activities like hiking etc. Also, in the way back to our city, they suggested us where to eat etc. Therefore, for me it would be nice if there were some extra services like spa or some extra meals during the day. I think that for someone who visits such a place with the Thermal baths It is important to have many services so the experience to be more complete.

Thomas: Like all hotels, Melies Boutique hotel also offers some personalized services and products. For example, I noticed that they have a concierge service, where the receptionist could give you information about everything. From what places to visit to where to eat well. Also, some products that they offer are their local homemade products like jams. I believe the fact that they have not added some extra services such as the spa is not negative for the hotel because the place itself offers something that none of the hotels can offer and that is the Thermal baths. Also, one thing that I noticed was that at the time of check out they asked us if we were satisfied and if we had some preferences for our next stay. In my opinion, this was the most important thing, as they will know what we like and they will have everything ready in a possible next stay.

Maria: In general, I don't think that the hotel offers many personalized services and products. There is a massage service offered by the hotel and a receptionist who gives also information about the area and the things that someone can do. As an additional personalized service we can consider the fact that they offer during the day some



snacks (in a small buffet) that you can taste. Also, there is a table in which they have homemade jams for sale.

Anna: As for the personalized services and products, I didn't use any of the services that they had like a massage therapy. The thing that I want to mention is that, they could have either the services or the products (local jams) in a more obvious space so as the customers to be more familiar with them. Maybe they have to advertise them in a better way.

George: Melies Boutique hotel is a small hotel that does not offer many services and products. I remember that they had a stand with some local jams and products but it was not so obvious in the space. Also, as I mentioned before they lack as far as concerns the meals as a service. Furthermore, besides the fact that the Thermal baths are very close to the hotel, there were no spa services or gym in the hotel, only a massage service. In my opinion, they could inform customers better as far as the services that they could offer and the things that someone could do in the area. For example, the last day of our stay, we found out that we could arrange day trips with the guide of the hotel who could drive us in some paths.

Giota: The hotel offers some services and products satisfactory to the customer's wants. As for the products they offer some local homemade products, showing the traditions of the place through them. I remember that I bought some local jams which were very tasty. As for the services they offer some but not many. What impressed me as a personalized service was that every morning a folder with fresh lavender was in our room, something that made us feel unique.

Nikos: Melies Boutique hotel offers some personalized services and products. For example, the hotel offers massage services. Other service is the concierge service where the owners and staff were trying to give us as much information as they could about the area and the things we could do. But the most important was that the owners were always at the hotel, satisfying every customer need, which is something that shows one aspect of the personalization.

Konstantinos: One personalized service that impressed me was that the breakfast was made by the owners every single morning. This is very special and unique and it is something that you do not see in many hotels. I think that this can create even warmer relationships between customers and the hotel itself. Also, the hotel offers other services too like massage service, information's about the area, activities etc. and products like jams. In what the hotel lacks is a good promotion through advertisement of all these areas as many of them are not perceived by customers unless they ask themselves.

6. Do you think that the hotel has a special and unique character that makes it different from the rest?

Anastasia: Melies Boutique hotel is built into the nature and is surrounded by trees. Its exterior is very beautiful and it reminds you like you are either in your countryside home or in a hotel in Switzerland. Very close to the hotel there is small river where the water flows. The whole image of the hotel and the fact that is located in a place that it combines both calm and easy access to everything makes it even more unique and different from the rest hotels in the area.

Katerina: In my opinion, the thing that makes Melies Boutique hotel unique is the fact that is a family business hotel and you feel this warm and friendly environment during the whole stay. Melies hotel gave me the feeling of being in a friendly house. What also impressed me was that everything was in order and at the same time without much tension. The whole environment made you feel calm and relaxed which also reflects its unique character.

Rafail: The one thing that made me feel this special character was the fact that it is a family business hotel and they have close relationships not only with the staff but with the customers too. Also, the hotel isn't the traditional one. It combines both modern and classic elements together which is something that makes it unique.

Thomas: I think that the special character of the hotel is based on the warmness of the hotel. Also, the breakfast makes the hotel unique. No other hotel in the area has a breakfast like this one. Due to the fact that is homemade, you feel that your mother is making it for you.

Maria: The reason why Melies Boutique hotel is unique is the fact that is a small and beautiful hotel which is a family business and both the owner and the people who work there makes you feel the warmness of the place and the good hospitality. Except from the fact that there are few people working at the hotel, there is always someone there to serve you and to satisfy you with the best possible way.

Anna: For me the hotel is considered to be unique because it manages to combine elements of a modern accommodation in a traditional settlement. Also, the feeling of the homely environment can make you feel satisfied and happy. The hotel is small and the people are nice, so the whole environment creates you the feeling of uniqueness.

George: Melies Boutique hotel is a hotel that is different from the other hotels in the area. The design and the colors of the hotel can make you feel harmony and peace and each room is different in its design. Also, the reviews were great and the hotel itself was absolute satisfactory. For me, the unique character of the hotel lies in the hospitality itself and its people and its design.

Giota: The hotel has a special and unique character and this is reflected by the feeling of friendliness and warmth that exhales. The fact that is a family business hotel and

that the owners are there to welcome their guests and to give them any kind of help, makes the hotel to be even more unique. The communication both from the staff and the owners is such where a very intimate atmosphere is created. Also, this warm atmosphere is created by the decoration of the hotel itself.

Nikos: In my opinion, there are two things that make the hotel unique, the fact that is a family business hotel and the fact that the breakfast is homemade by the owners. These two, show not only the uniqueness of this hotel but also the fact that it is a hotel that makes everyone feel special.

Konstantinos: I think that the special character of the hotel is based on the warm hospitality that you get. You feel that you are in your house with your family and friends. The people who work there and the owners are very communicative and willing to talk to you, something that we felt it too. Also, for me the uniqueness comes from the housekeeping services too. The hotel due to the fact that it was absolute clean and tidy, creates you the feeling of freshness and uniqueness.

7. Did you notice some personal touches in the hotel that caused you pleasure and satisfaction?

Anastasia: I think that due to the fact that the hotel is a family business hotel, everything is carefully designed. The whole hotel designed and operating based on the owners personal touches. For example, I noticed that in the lobby, next to the fireplace, the design was so special that it was obvious that someone has been particularly concerned about these interiors. It was Christmas when we first visited the hotel and it was such a pleasure to see a beautiful Christmas design in the hotel. The Christmas tree was decorated by the owner with a very impressive way, something that made us feel pleasure and satisfaction.

Katerina: I noticed some personal touches in two sectors of the hotel. Firstly, the breakfast was homemade and the owner of the hotel was dealing with it every morning, which is something very difficult but at the same time very impressive. Everything was so fresh and delicious and if we wanted something extra from the buffet the owner was there to do it for us, which made us feel this personal touch in the sector of breakfast. The second thing that made me feel the personal touch of the owner is the part of the decoration of the hotel. The owner had a unique character and this is reflected in the decoration too. The décor makes you feel that you are in another century based on decorative options that she has chosen.

Rafail: I noticed some personal touches that impressed me like the fact that the breakfast was made by the owners every morning. Another thing that I liked was the music list during our breakfast, which made you feel relaxed and happy. Through these and from some other small details I felt these personal touches of the hotel.

Thomas: What I consider as a personal touch are the mattresses they have, where as far as I know they were made after the choice of the owner. Their quality made our sleep even more relaxing and pleasant.

Maria: As personal touch, I considered the fact that the wives of the owners were present in the process of breakfast and many of the things that were in the breakfast were their own creations and thoughts. Also, as a personal touch it could be the decoration of the hotel. After a conversation that I had with the wife of one of the owners, I learned that she is the one that edit the decoration of the hotel according to the season.

Anna: As a personal touch I would mention the design and decoration of the hotel which was made after the owner's personal opinion. She told us that both the hotel and her house have the same decoration and colors.

George: A personal touch that I noticed in our room was that next to the fireplace there was a whirlpool. I believe that this is a personal touch of the owners as they may not have some services inside the hotel (spa services) but they have chosen some rooms to have whirlpools inside. Also, the mattresses are from a well-known company, which made our sleep relaxing.

Giota: As a personal touch I consider the fact that the breakfast was made by the owners every morning. Also, the fact that the owners welcome their guests, offering them a drink and a small dessert shows the personal touch too. Furthermore, both the exterior and interior design from the garden to the rooms was made after the owner's intervention.

Nikos: Yes, I noticed some personal touches that caused me pleasure and satisfaction like the design in the lobby and in the rooms mostly. The decorative items that they had in these areas revealed their personal touches. Also, the fact that the owners were always in the hotel, made you feel their presence and therefore their personal touches.

Konstantinos: Both the exterior and interior environment can make you feel the warmth and the feeling that someone has particularly involved with them. I remember asking one of the owners how they managed to create such an environment and he answered me that nothing would happen if they were not present themselves.

#### 8. The choice of the hotel was based on its location?

Anastasia: At first the choice of the hotel was based on its location. Melies Boutique hotel is 5 minutes away from the Pozar Thermal baths. The access is easy and the route is pleasant. Very close to the hotel are also a monastery that you can visit and other places of interest too.

Katerina: I think that the location is important but it was not the first criterion for choosing the hotel. Of course, the fact that the hotel was near to the baths and other

places of interest were encouraging but what impressed me most was the hotel facilities and the very good reviews that they have.

Rafail: Of course, the location played an important role because the Thermal baths is very close to the hotel as restaurants too, but it was not only this. The fact that some people told us that the hotel is very good was the reason for us to choose it.

Thomas: The location of a hotel is important for me but most of the times what we search is to find a place that creates us the feeling of relaxation and happiness. Melies Boutique hotel has a very satisfactory location but the hotel itself makes you want to visit it again and again.

Maria: As I mentioned previously, I went to Melies Boutique hotel after hearing some positive comments from my friends about the hotel. But for me the location matters a lot. I am not so young so I want to visit hotels where they are in a privileged location so as to be near to some basic places that I want to visit. Melies Boutique hotel has a very good location because is next to the Thermal baths and in the center of the area in general.

Anna: The location for me is not that important. The reviews instead were the fact that made me visit this hotel. I think that this hotel is perfect for 2 or 3 nights.

George: The location plays an important role for me but most of the times when you want to escape of the routine you only want a friendly and nice hotel. Of course, the hotel is near to many attractions so it has a big advantage in comparison with other hotels.

Giota: The hotel is located in a very privileged location. It is near the Thermal baths, only 5 minutes away, and the restaurants and shops are in a short distance from the hotel.

Nikos: I had chosen this hotel due to the very good reviews about the location. Of course I was happy with the location but the hotel itself was what satisfied me more.

Konstantinos: The location of a place is not that important to me. I like to explore the place I am visiting and I have no problem with whether the accommodation is close or far from places of interest.

9. Did you notice anything special in the interior design and architecture of the hotel that impressed you?

Anastasia: The exterior design, as I mentioned above, is unique and it reminds you a home in the mountains. The hotel has a deep green color on the outside which makes it fully in tune with the environment. Of course, the interior design of the hotel is very beautiful. As you walk in the hotel, you see a large chandelier which is handmade and it is so impressive where there is no one who does not notice it. Also, the rooms have

special Egyptian type furniture which is handmade too and very good quality in everything in the hotel.

Katerina: The exterior design of the hotel is more traditional while the interior design is more modern. So, they managed to match something more traditional with something more modern. Also, what impressed me was the fact that all furniture and lighting were handmade and unique, creating the feeling of a well-kept space.

Rafail: As for the interior design and architecture the things that I like the most was the fact that they had two big fireplaces and an impressive chandelier inside the hotel. As for the exterior design, I remember being impressed by how imposing the building was. So, everything was neat and beautiful without any special element that made it excessive.

Thomas: Due to the fact that I prefer more traditional hotels in the mountains, Melies boutique hotel satisfied my needs. The exterior architecture of the hotel combined stone with wood, making it even warmer. As for interior design, I noticed that the rooms were painted in soft colors and at the lobby there were two living rooms where they had two separate concepts. The first concept contained colors from olive where they created you peace and the second living room it reminded me of something from England with shades of red and green.

Maria: The one thing that I noticed is that the hotel is designed in such a way so that all rooms to have a beautiful view in the mountains. Besides, in a conversation that I have with the owner, she told me that they wanted all rooms to have view and be surrounded by large trees. Also, as for the interior design, the things that I like most were the two big fireplaces in the lobby and the design of the rooms. The temperature of the room was perfect, the fact that they have fireplace inside the room was very positive for a winter destination like Pozar and the opal colors together with the design of the room made you feel that you are in a house.

Anna: As for the exterior design, Melies Boutique hotel follows almost the same motive with the rest of the area. As for the interior design and decoration, the colors of all spaces were neutral, something that made you calm and peaceful.

George: As for the interior design, what impressed me were the two living rooms with the fireplaces and the rooms. As for the exterior design I didn't notice something so special.

Giota: The thing that I have to mention is that both the interior and exterior design and architecture created me the feeling of being in a home rather in a hotel. Maybe, the way that the hotel is designed and decorated made me feel this way together with the warmth of the people who work there. The exterior design was very imposing and the interior design was very warm and unique.

Nikos: In relation to the exterior design, I liked that they preserved the stone where it is characteristic of the specific area, which gave a more traditional touch to the image

of the hotel. The color of the exterior side of the hotel is a deep green which makes it fully in tune with the environment. As for the interior design they kept it simple with some unique pieces of furniture and items.

Konstantinos: The design and architecture of the hotel was very impressive. The interior part of the hotel had soft colors and a special decoration. As for the exterior part of the hotel the thing that I didn't like much was that despite the fact that exterior architecture of the hotel was nice, the garden could be tidier in terms of plants and the place where the wood for the fireplace was placed was visible and not so neat.

10. Do you consider that the hotel integrates the culture and heritage of the place?

Anastasia: Melies Boutique hotel is a place that integrates the culture and the heritage of the place. Through small details inside the hotel, you can feel the tradition of the place. Also, the fact that they have local products in the hotel is important because they promote their culture. Last but not least, the fact that the hotel is promoting such a blessed place, with these physical beauties and the Thermal baths is a heritage itself.

Katerina: I would say that the hotel integrates the culture of the place, as far as concerns the products that they have in the hotel like the homemade jams which are made from the locals of the village. On the other hand, as far as it concerns the architecture of the hotel, I think that does not reflect so much the heritage and the traditional part of the place. I think it is a more modern hotel that combines some classic elements, which of course is not something negative because many people prefer a hotel that combines these two elements.

Rafail: I think that Melies Boutique hotel integrates the culture and the heritage of the place as Thermal baths are in themselves a natural heritage. As for the culture of the place, I noticed that the owners, their families and the staff, talked about the place in such a way that they made you want to learn about the history of the area.

Thomas: Among the products that the hotel offers, the culture of the place, its habits and their local productions are also displayed. What I think would make a difference would be to add extra services and products related to culture.

Maria: The hotel shows the culture of the place by providing and promoting the local products of the area. Beyond that, the fact that the hotel is built of stone and wood allows it to adopt the culture and the philosophy of the place.

Anna: Despite the fact that Aridaia is a traditional village that has its own history, Melies hotel doesn't emphasize much in the culture and heritage of the place. Except from the Thermal baths and some local products, they don't advertise anything about the place and the history of it.

George: I don't think that the hotel integrates the culture and the heritage of the place. They offer some services like local products but they do not advertise much the

services and activities, related to culture, that someone can do. So, maybe they have to focus on their services in general and how they communicate them to the customers.

Giota: Melies hotel integrates the culture of the place by providing information to customers about the history of the place and the things that we can do. I remember that we were in the lobby and we were talking with the owners about Aridaia and its physical beauties. So, in a way we can say that the hotel promotes the culture of the place

Nikos: The hotel does not integrate the culture and the heritage of the place. I didn't notice any product or service which could highlight the history of the place except from the local products that they had and some information that they gave us about the place.

Konstantinos: The hotel promotes some products which reflect the culture of the place, like the jams and some liqueurs. The impressive is that these products are accommodated in an old furniture, which makes them even more unique. As for the services, I didn't notice any special service, related to culture, which reflected by the hotel.